



Harvard Center for  
Public Health Preparedness

Virginia  
Department of Health

## **Emergency Preparedness and Response Educational Seminar**

**CONNECTIVITY for public health  
PREPAREDNESS leadership:  
Talk the talk and  
Walk the walk**

**Faculty**

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Program for Health Care Negotiation and Conflict Resolution  
Division of Public Health Practice / Department of Health Policy and Management  
**HARVARD SCHOOL OF PUBLIC HEALTH**

# **CONFLICT management/ Peace making For public health preparedness**

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## **Why is it important?**

**Many people are involved & affected- Complex  
Information- Much expertise & experience to integrate  
Competing & changing values- Passion  
The work is rapid & constant- Problem solving  
Life & death -High consequence - Finances  
Conflict management & peace making is part of your  
work**

# YOUR CASE

**Choose one  
negotiation, problem, collaborative experience  
or conflict from your experience**

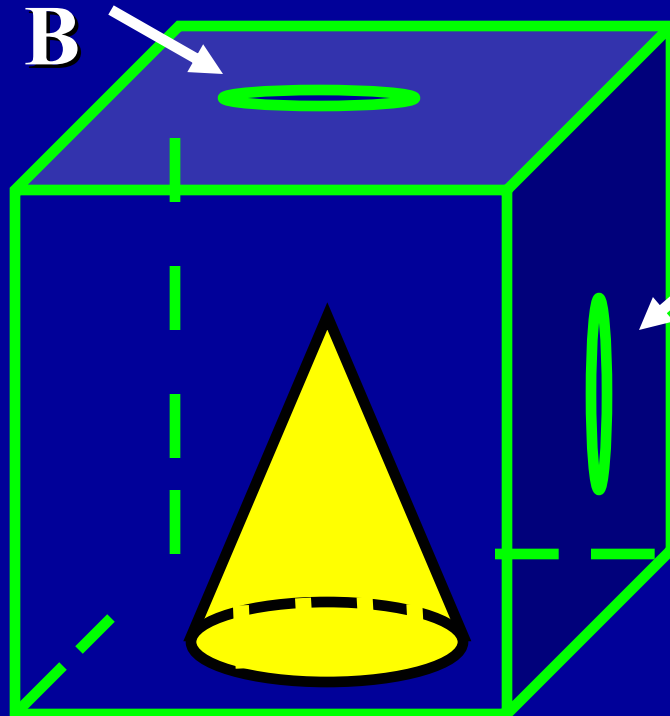
**Work your case  
through  
the presentation**

**Translation**

# Connectivity & preparedness: THE DILEMMA OF THE CUBE

Peep hole

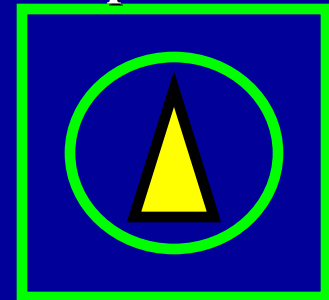
B



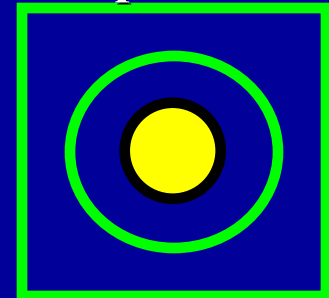
Peep hole

A

Peep hole A



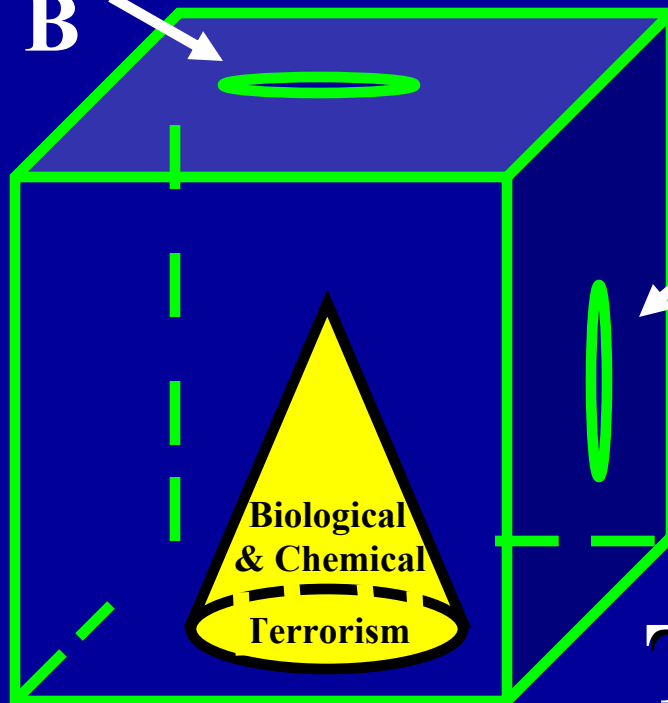
Peep hole B



# MULTI-DIMENSIONAL PERSPECTIVES: THE DILEMMA OF THE CUBE

Peep hole

B

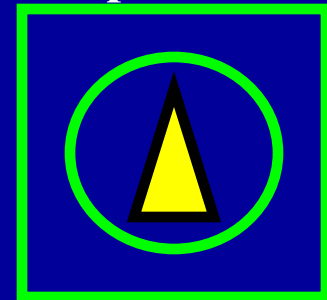


Peep hole

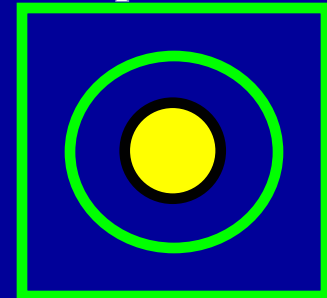
A

“Silent”  
Terrorism

Peep hole A



Peep hole B



# Negotiation & Conflict resolution For public health preparedness

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## “CONNECTIVITY”

A seamless web of  
people, organizations, resources, & information  
that can best  
catch, contain, and control  
a bioterrorist incident

# What is necessary To achieve connectivity?

## “CONNECTIVITY”

A seamless web of

 Linkages

people, organizations, resources, & information

 Operations that can best

catch, contain, and control

Assets 

Decisions  a bioterrorist incident

# What are the greatest Obstacles to connectivity?

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Symptoms of  
conflict

 Linkages  
not in place

 Operations  
impeded

Assets   
not ready

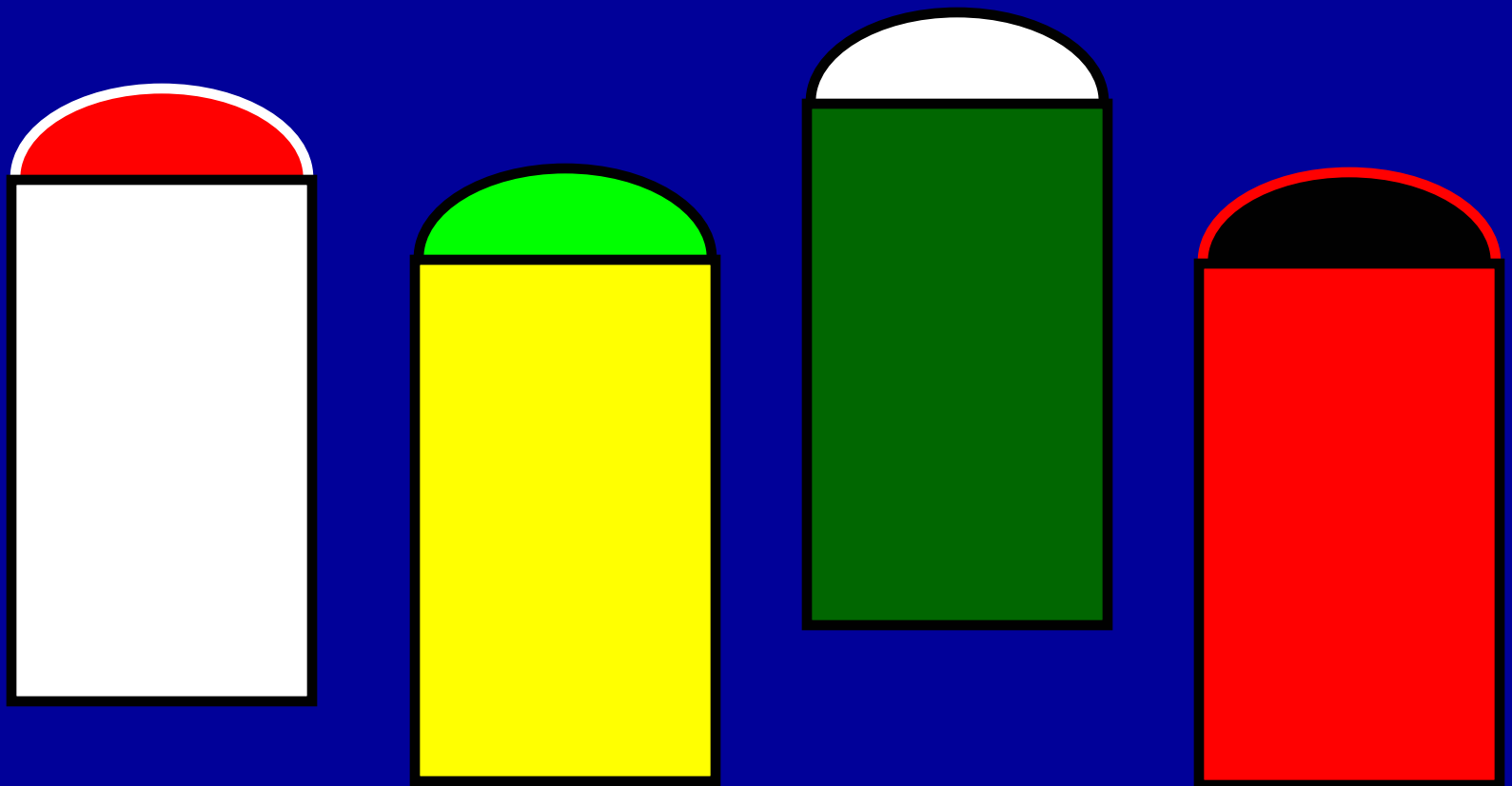
Decisions  Lous



# Dis-connectivity

## The “Silo” Mentality

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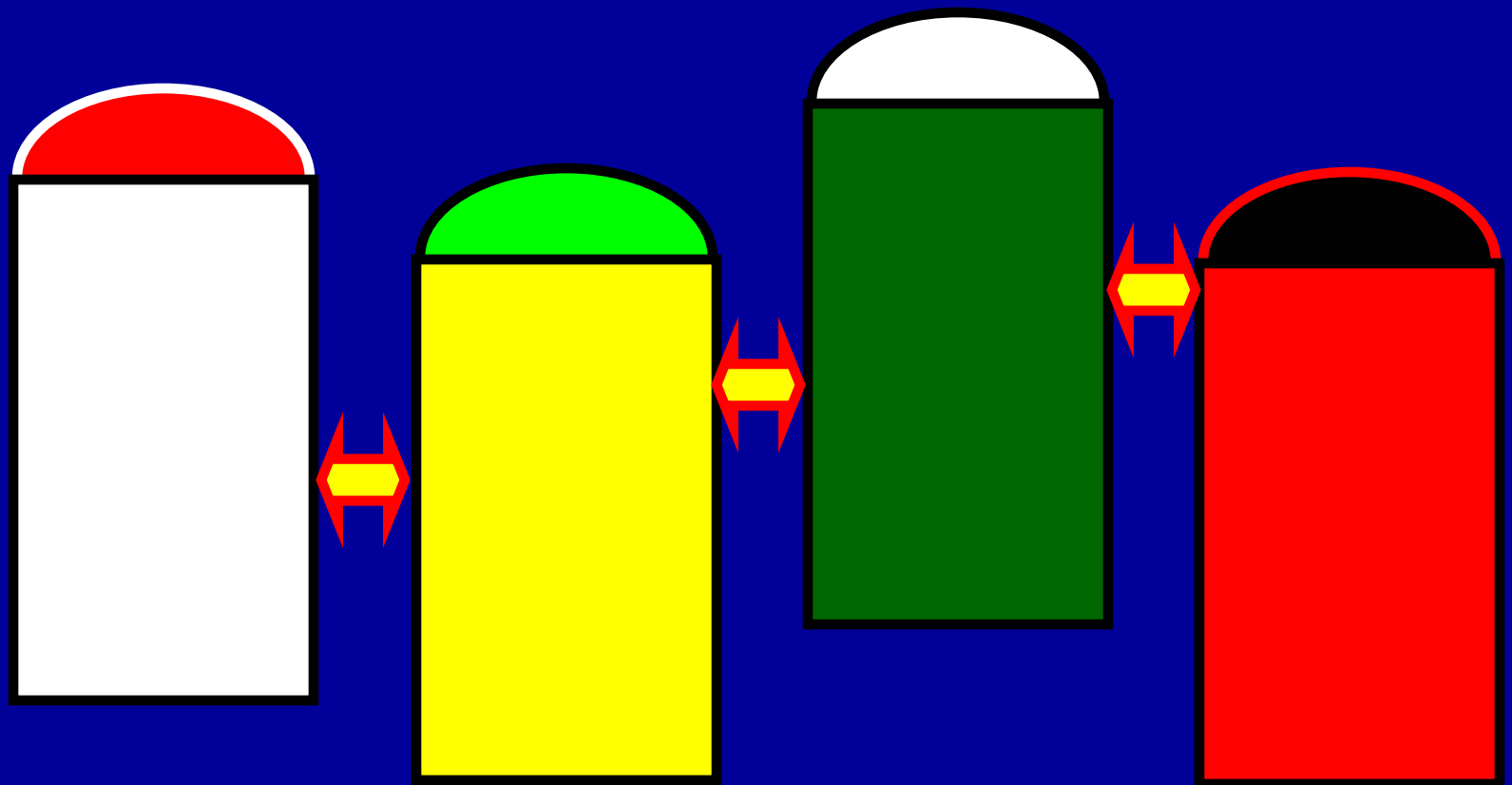


BEYOND

# Dis-connectivity

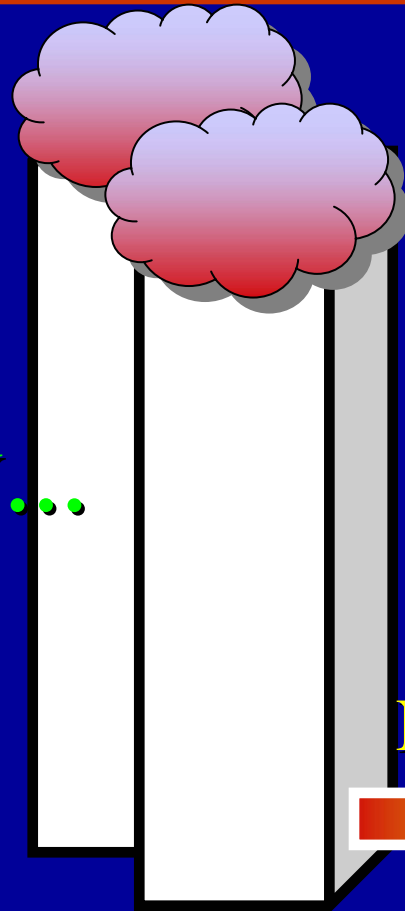
The “Silo” Mentality

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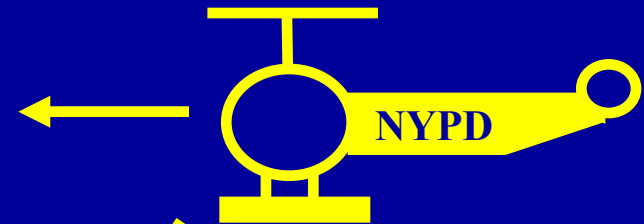


# The World trade center

A  
failing  
of  
CONNECTIVITY...



“Physical” terrorism



NYPD



...based  
on a  
history of  
CONFLICT

# **BARRIERS TO NEGOTIATING**

## **Collaborative strategies**

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**Which door do you choose?**



**Door**

**A**

**Pay \$\$\$**

**Get \$\$\$**



**Door**

**B**

**Perceptions of risks?**

**Perceptions of rewards?**

**Decision analysis:  
what criteria influence your decisions?**

# **BARRIERS TO NEGOTIATING collaboration: Preparedness**

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**Which door do you choose?**



**Door**

**A**

**Pay \$\$\$**

**Get \$\$\$**



**Door**

**B**

**Risks of Terrorism?**

**The Rewards of Funding?**

**Decision analysis:  
what criteria influence your decisions?**

# BARRIERS TO NEGOTIATING

## Collaborative strategies Three examples

**How do different perceptions of  
risk/reward?**  
**Vertical working – Fed, State, Local**

The division of resources and authority between state and local agencies

**Horizontal working – Across agencies**

Roles, responsibilities, and priorities between law enforcement and public health agencies

**Interpersonal working – Among key leadership**

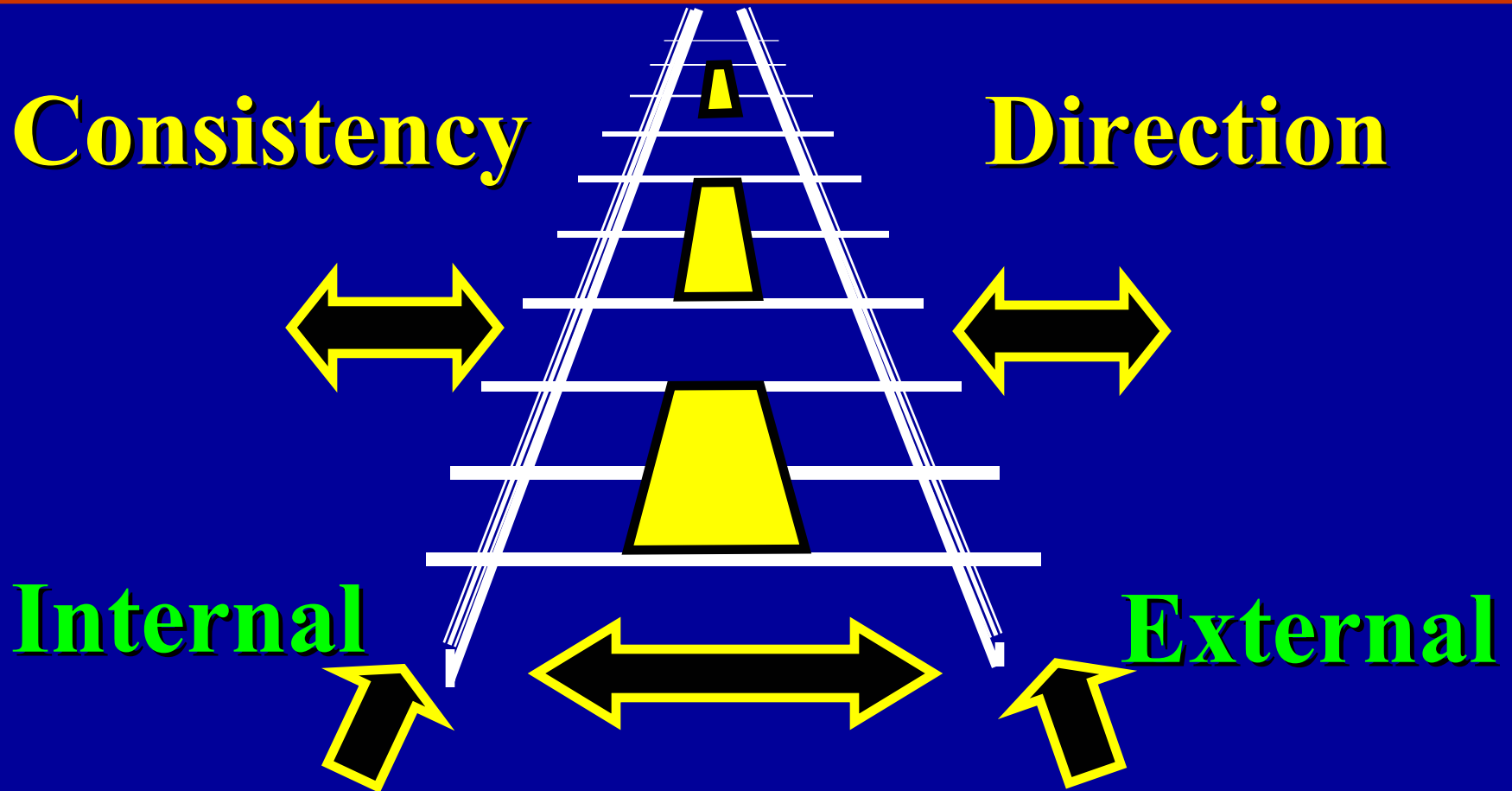
Different perspective: a person who has experienced a disaster and one who has not

**Generate conflict - Motivate**

**Connectivity?**

# THE ALIGNED PREPAREDNESS SYSTEM

Strategy- Leadership- Productivity




# Problem solving Tool box





# TALK THE TALK

Choices  Consequences

As you negotiate, problem solve,  
& deal with conflict

Compete



Consequences

Collaborate



Consequences

# TALK THE TALK

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## POSITIONAL BARGAINING

Appropriate



Moral issue

Competition

Bully

Adversarial – Win/lose

# TALK THE TALK

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## INTEREST-BASED NEGOTIATION

Appropriate



Patient care

Professional work

Organizational issues

Collaborative – Gain/gain

# Talk the talk: Negotiation strategy

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How does one strategically construct  
an effective mix of approaches?

POSITIONAL APPROACHES   INTEREST-BASED APPROACHES



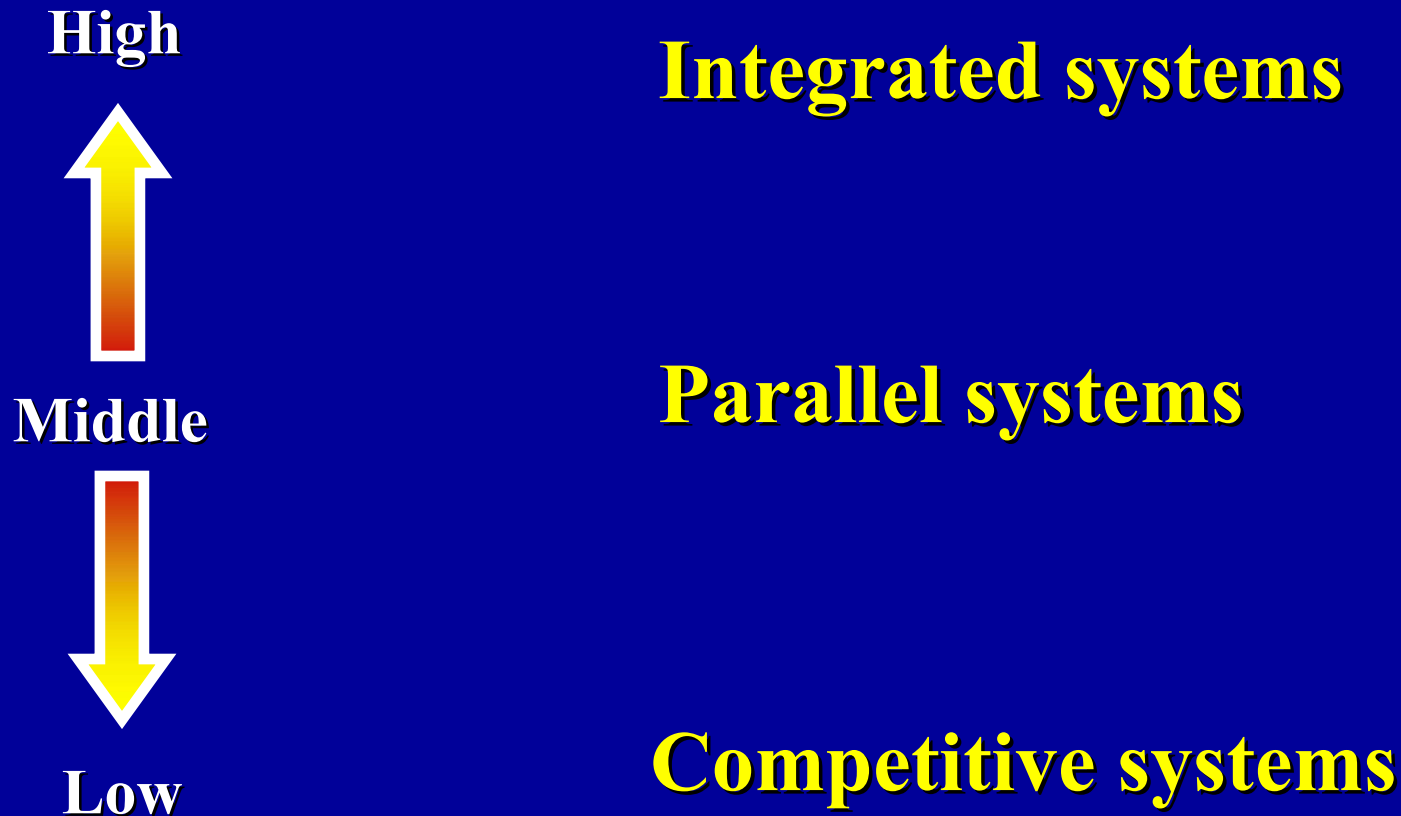
Consequences?

For you, for others and for your negotiation objectives?

# connectivity

## Differential Levels of Connectivity

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# connectivity

## Decisions

Integrated



Parallel



**Decision-making occurs  
together on most topics**

**Decision-making occurs on  
specific topics**

**Separate decision making**

Competitive

# connectivity

## Resources

Integrated



Parallel



Competitive

**Shared, pooled & coordinated  
acquisition and deployment**

**Separate resource planning with  
linkages on specific items**

**Competition and hoarding  
of**

# connectivity

## Emergency Preparedness

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Integrated



Parallel



Competitive

**Key systems, people, resources, & information closely linked**

**The job gets done with limited efficiency & effectiveness**

**System components unlinked with overlaps and gaps**



# connectivity

## THE LEADERSHIP PUZZLE

Integrated



Parallel



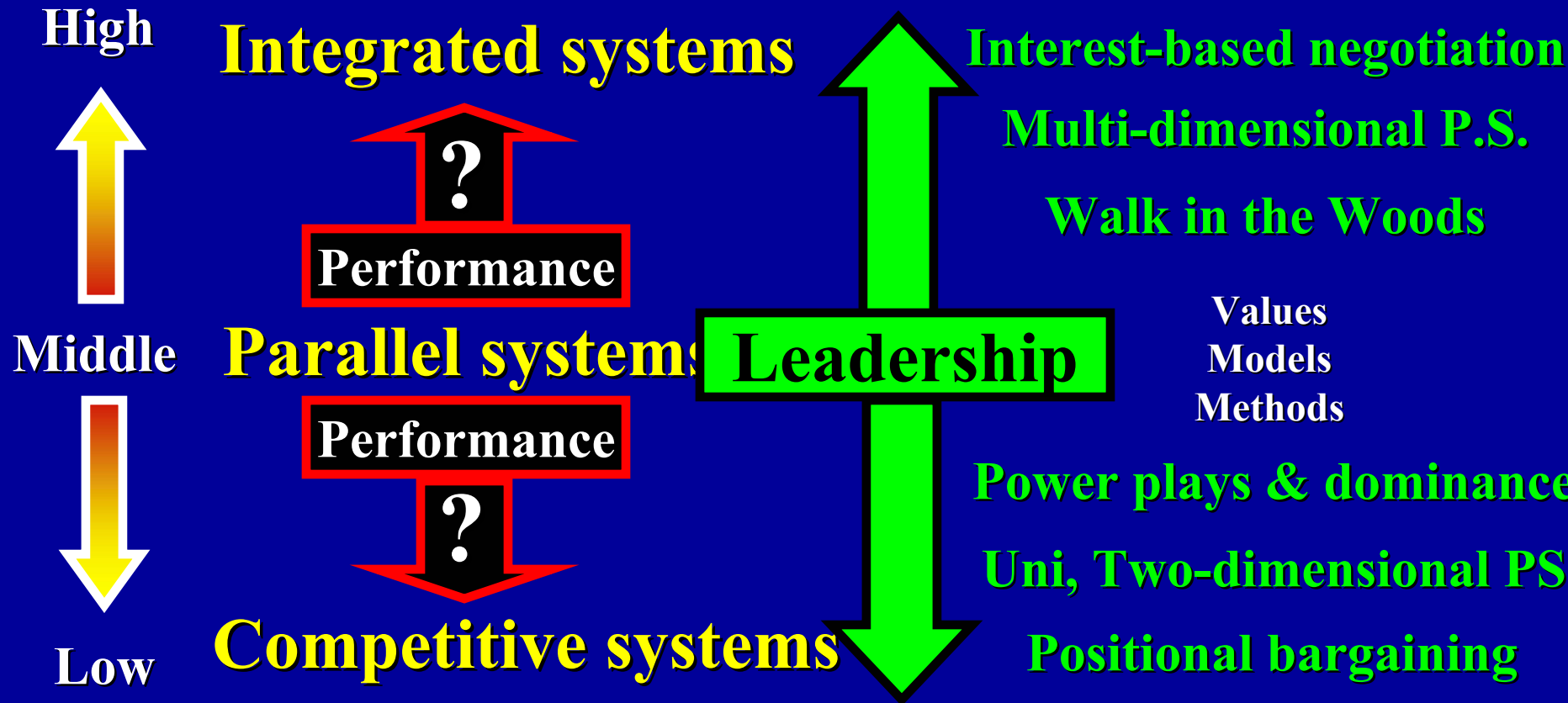
Competitive

As a leader...  
...how do I enhance  
connectivity...  
...as a method to  
enhance system performance



# connectivity

## Differential Levels of Connectivity



# connectivity

## Improving System Performance



# the pragmatics Of connectivity

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**THINKING**

**Connectivity as a working premise**

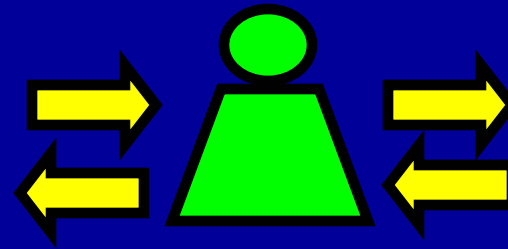


**Connectivity as a way of working**

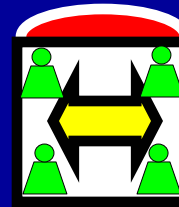
**ACTING**

# The three dimensions Of connectivity

The individual



The organization



The system



# Your individual level Of connectivity

## Your Checklist

	<u>TO WHOM</u> Who depends on you?	<u>FROM WHOM</u> On whom do you depend?
INFORMATION		
TASKS/RESPONSIBILITIES		
RESOURCES/SUPPLIES		
dECISIONS		

**You are a link on this chain of connectivity**

# **Your individual level Of connectivity**

## **Your Checklist**

---

**Synthesize activities**

**Reach decisions**

**Produce**

**Evaluate**

**Feed back & change**

**Manage differences**

**DO YOUR WORK**

# **Your individual level Of connectivity**

**If you are connected, you can better...**

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**Anticipate**

**Improvise**

**Be dependable**

**Count on others**

**Continuously improve**

**Move the system**

**Connectivity improves  
Preparedness**

**Connectivity enhances  
Response**



# **Your organizational level Of connectivity**

## **Organizational Leadership**

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**Clear decision-making**

**Lines of communication**

**Coordination of effort**

**Strategy-Operations-Logistics**

**Learn-Assess-Adjust**

**The capacity for flexibility**

**Connectivity improves  
Preparedness**

**Connectivity enhances  
Response**

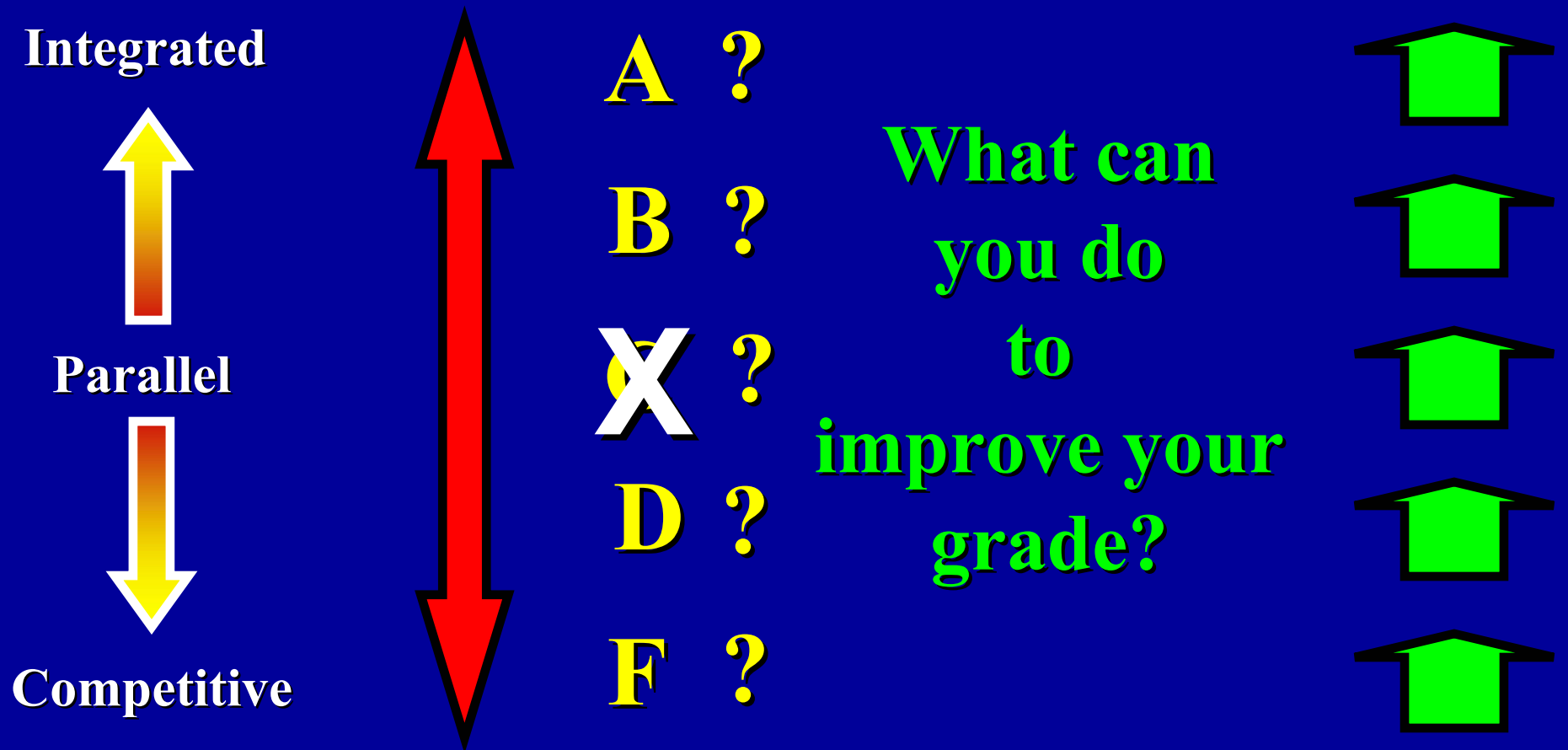
# Your System level Of connectivity

## Your Checklist

	RELATIONSHIPS and <u>LINKAGES</u> Process	COORDINATION <u>OF ACTIVITY</u> Outcome
INFORMATION		
TASKS/RESPONSIBILITIES		
RESOURCES/SUPPLIES		
dECISIONS		

# connectivity

Give Yourself and Your System  
a Connectivity “Grade”



# collaboration

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**“Whole Image Negotiation”**

**Interdependence - Fit - Collaboration**

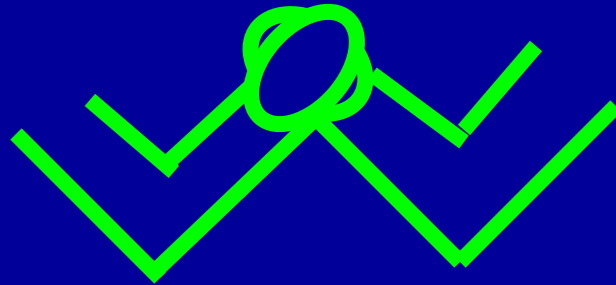
**Imagination- Time dimensions**

**Interest based - Mutual benefits**

**“W.I.N.”**

# NEGOTIATION ASSIGNMENT

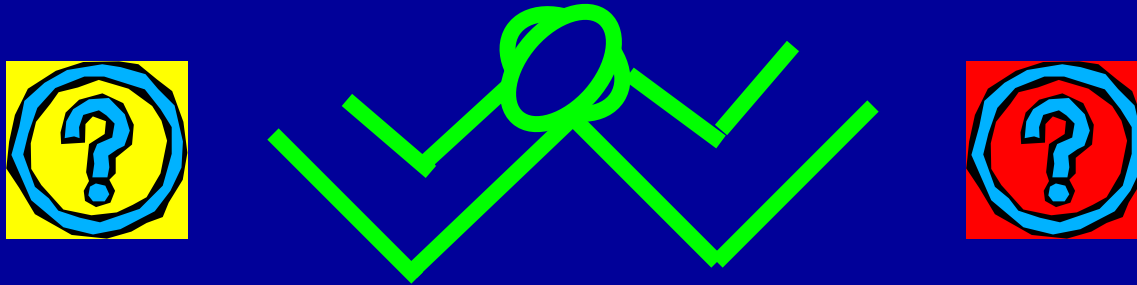
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Complete the task  
as best as you can

# NEGOTIATION ASSIGNMENT

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What happened?

# **TALK THE TALK & WALK THE WALK: PROBLEM SOLVING FOR collaborative public HEALTH**

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**“You know, we’ve been doing a lot of talking.**

**Why don’t we get a bit of physical exercise.**

**I’d like you to link up with the person sitting next to you  
in an arm wrestling position.**

**Your task, in thirty seconds, is to get the back of the  
hand of the other person down as many times as possible.**

**Count how many times you get it down.**

**Wait until I say go.”**

**“GO!”**

**Your task as a collaborative  
Problem solver / negotiator:**

***Understand/Motivate/Create the transformation***

---

**“Whole Image Negotiation”**

**Interdependence - Fit - Collaboration**

**Imagination**

**Shared interests - Mutual benefits**

**A “W.I.N.” the parties could share**



# collaboration: FRAMING

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The Frame Outlined What You . . .

Heard



Understood



Did

Information → Actions → Outcomes

**How did you interpret (frame)  
the instructions?**

# conceptual Framework for PROBLEM SOLVING

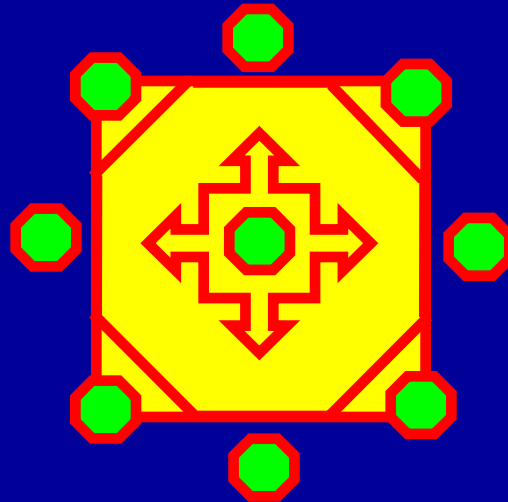
## MULTI-DIMENSIONAL PROBLEM SOLVING



# PROBLEM SOLVING

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## MULTI-DIMENSIONAL PROBLEM SOLVING



Systematically integrate the  
perspectives of many different people

# PROBLEM SOLVING

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Multi-dimensional problem solving

NEGOTIATION DIMENSIONS?

ISSUES? IMPORTANCE? SIDES?

How many?

Major/minor?

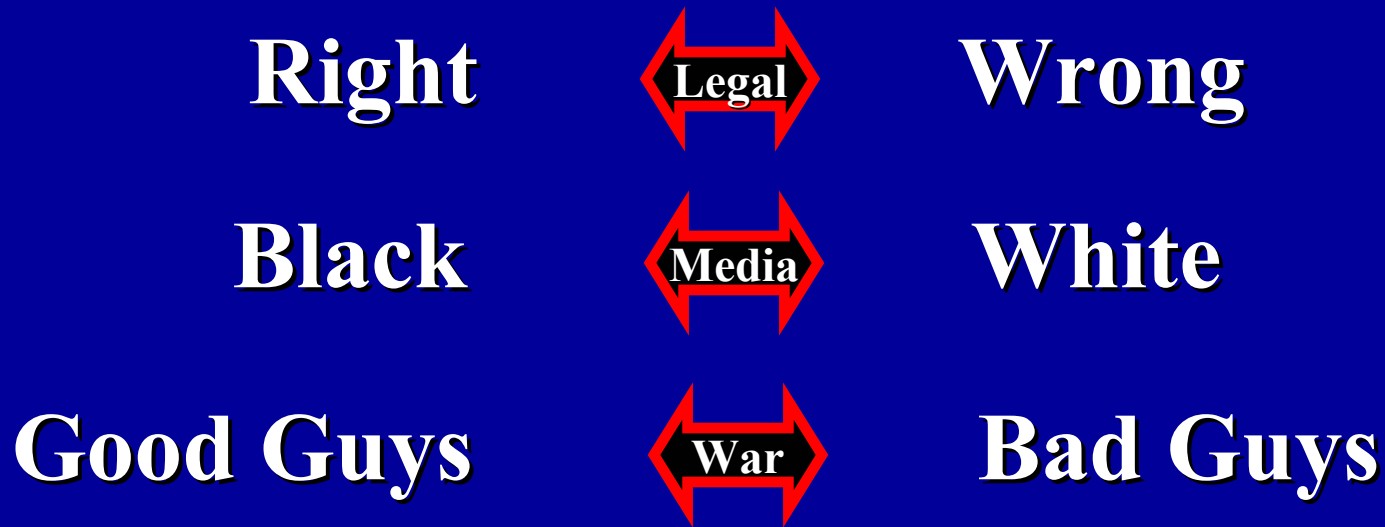
Relative influence?

WHAT ARE YOU NEGOTIATING ABOUT?

# Positional thinking

**Translate the Complex**

**Into the Simplistic**

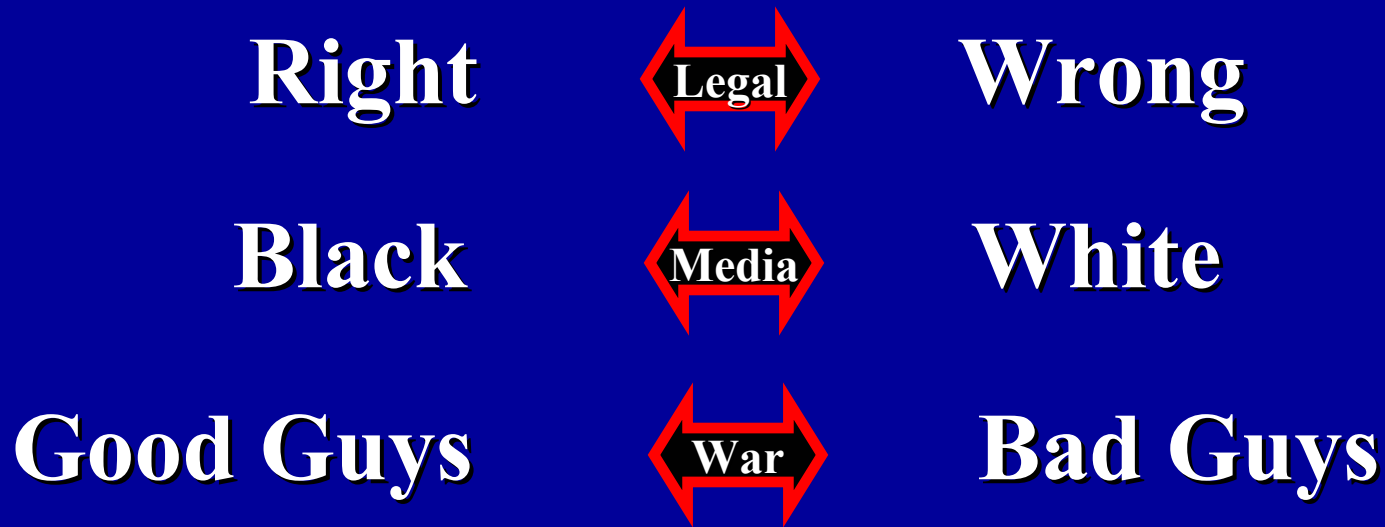


**NEMY IMAGE - DICHOTOMIES - POLARIZATION**

# cOMPLEX thinking

**Translate the Complex**

**Into the Multi-Dimensional**



**NEMY IMAGE - DICHOTOMIES - POLARIZATION**

# **cOMPLEX thinking**

**Translate the Complex**

**Into the Multi-Dimensional**

**Different Perspectives**

**Black**



**White**

**Good Guys**



**Bad Guys**

**NEMY IMAGE - DICHOTOMIES - POLARIZATION**

# **cOMPLEX thinking**

**Translate the Complex**

**Into the Multi-Dimensional**

**Different Perspectives**

**Distinct Interests**

**Good Guys**



**Bad Guys**

**NEMY IMAGE - DICHOTOMIES - POLARIZATION**



# **cOMPLEX thinking**

**Translate the Complex**

---

**Into the Multi-Dimensional**

**Different Perspectives**

**Distinct Interests**

**Integrative Process**

**NEMY IMAGE - DICHOTOMIES - POLARIZATION**

# **cOMPLEX thinking**

**Translate the Complex**

---

**Into the Multi-Dimensional**

**Different Perspectives**

**Distinct Interests**

**Integrative Process**

**ALLIANCES - LINKAGES - DISPUTE RESOLUTION**

# PROBLEM SOLVING

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## MULTI-DIMENSIONAL PROBLEM SOLVING



Many perspectives  
Different objectives  
Integrative process



**Recognize - Measure - Assess**

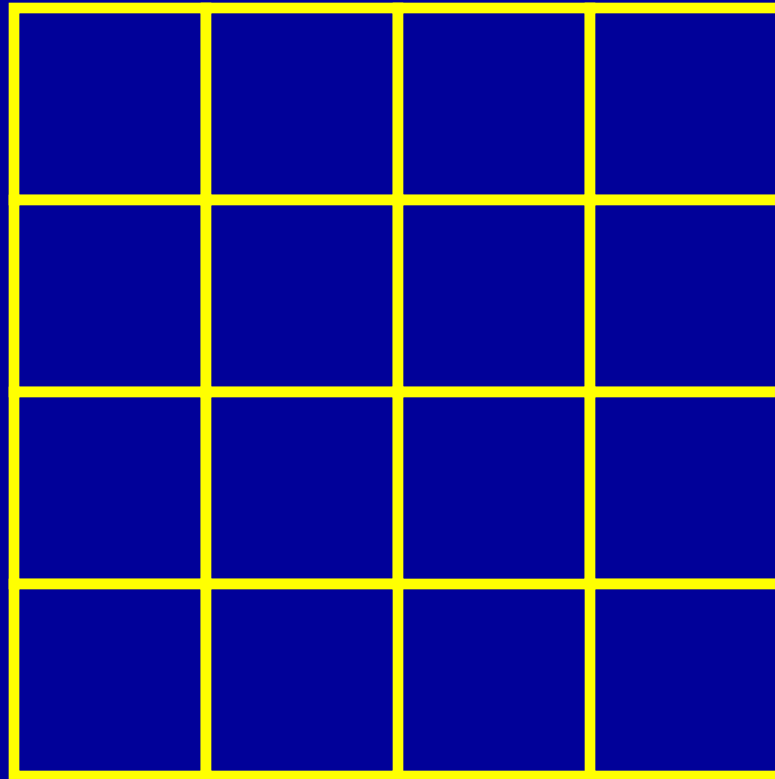
# Question

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?

# HOW MANY SQUARES ARE THERE?

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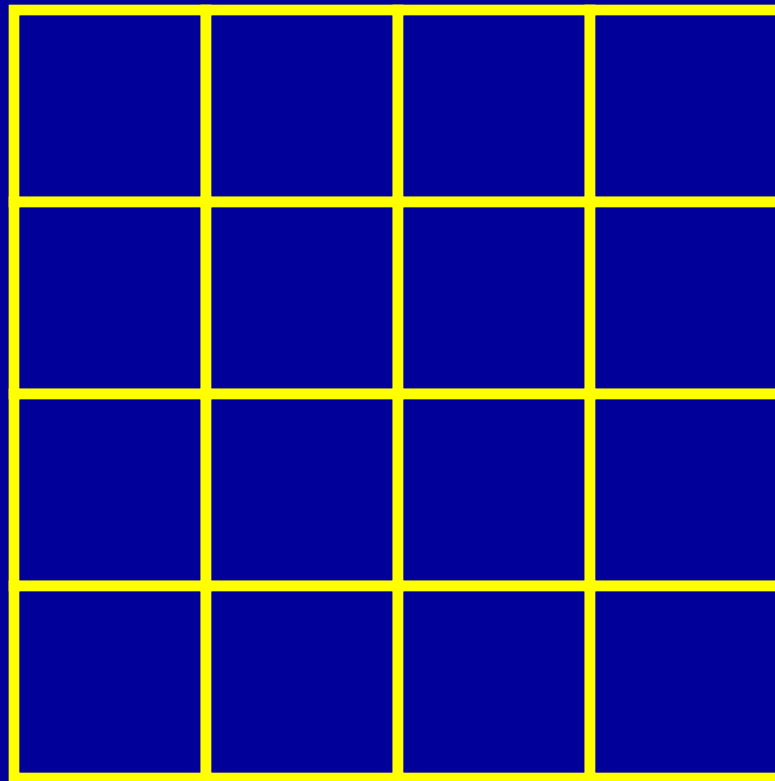
# ANSWER

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# ANSWER

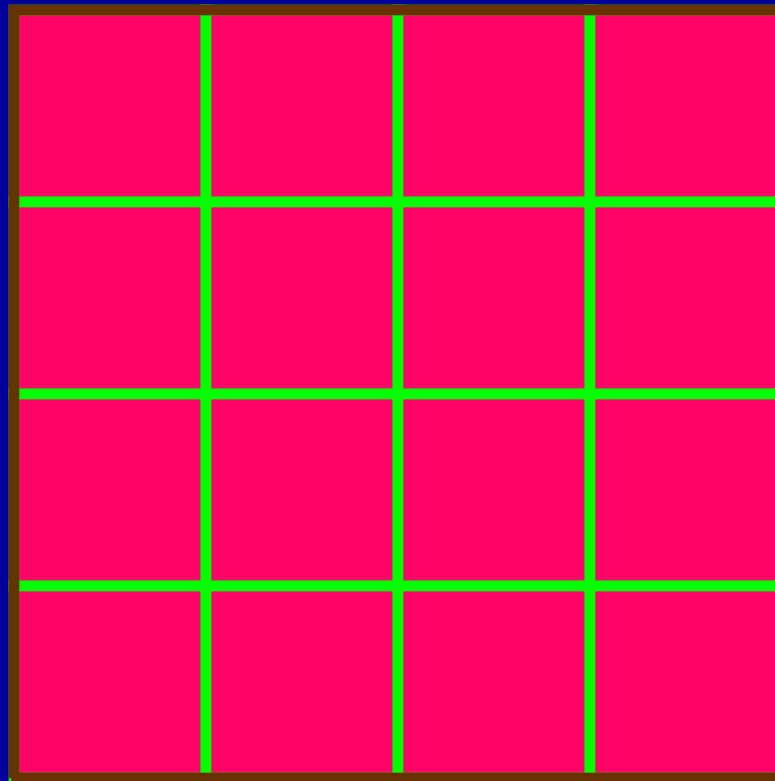
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# ANSWER

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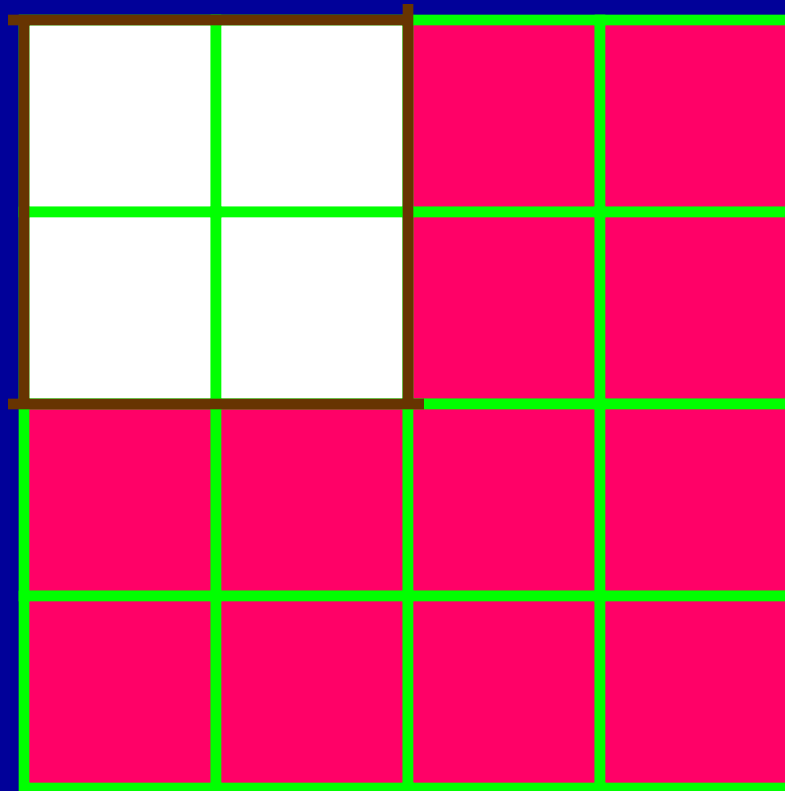


**17**



# ANSWER

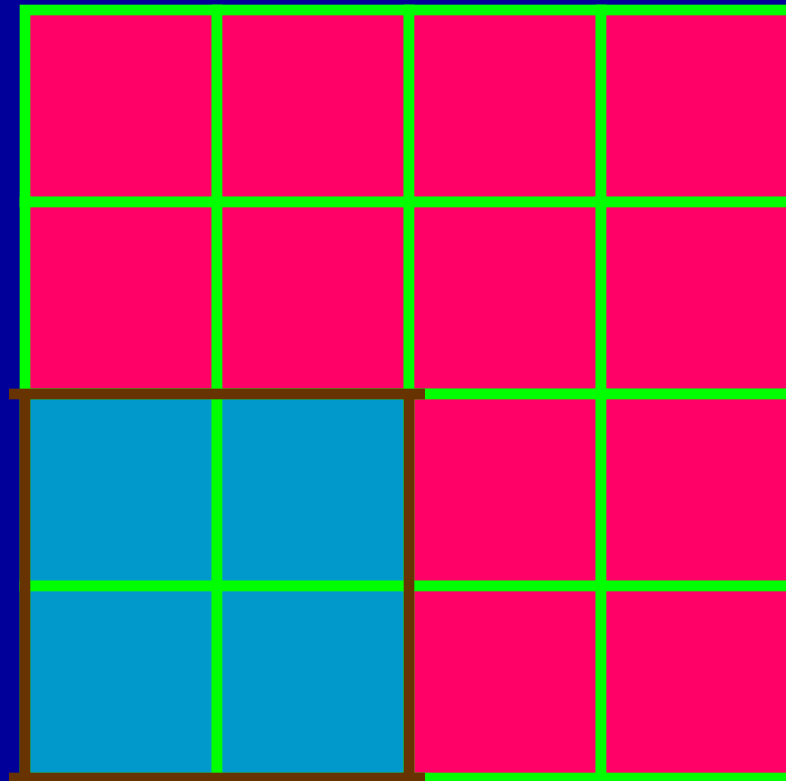
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# ANSWER

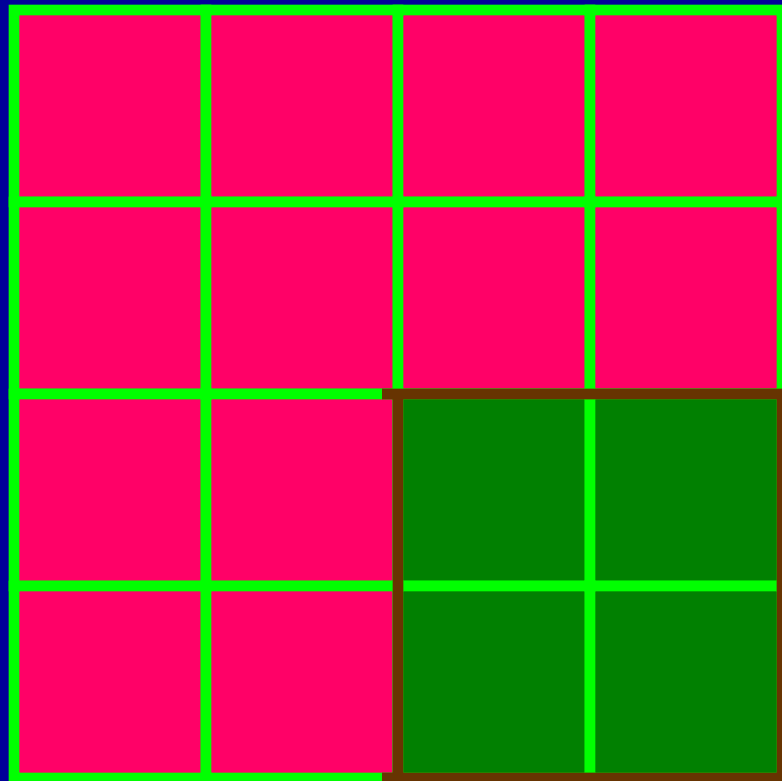
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# ANSWER

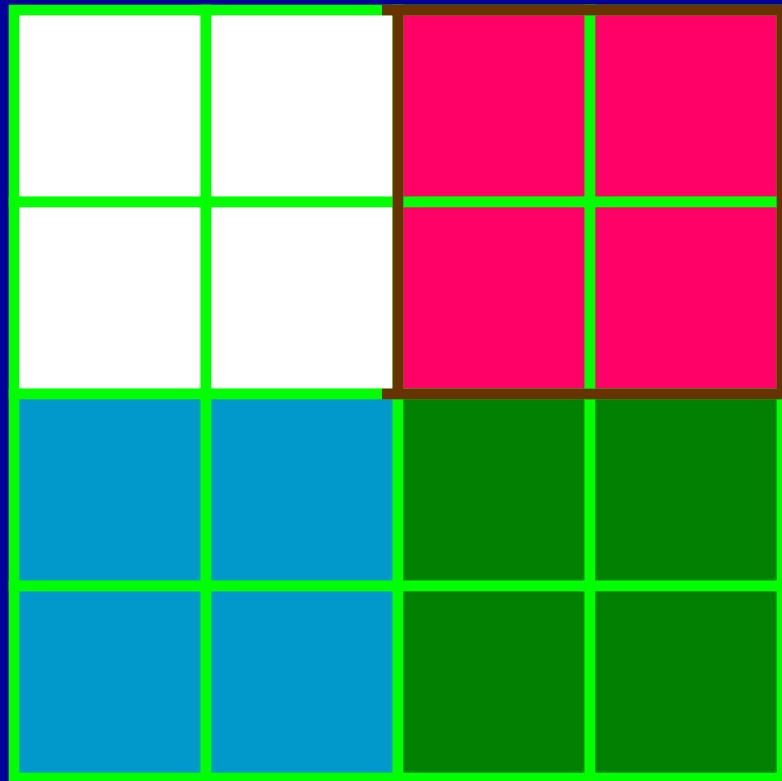
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20

# ANSWER

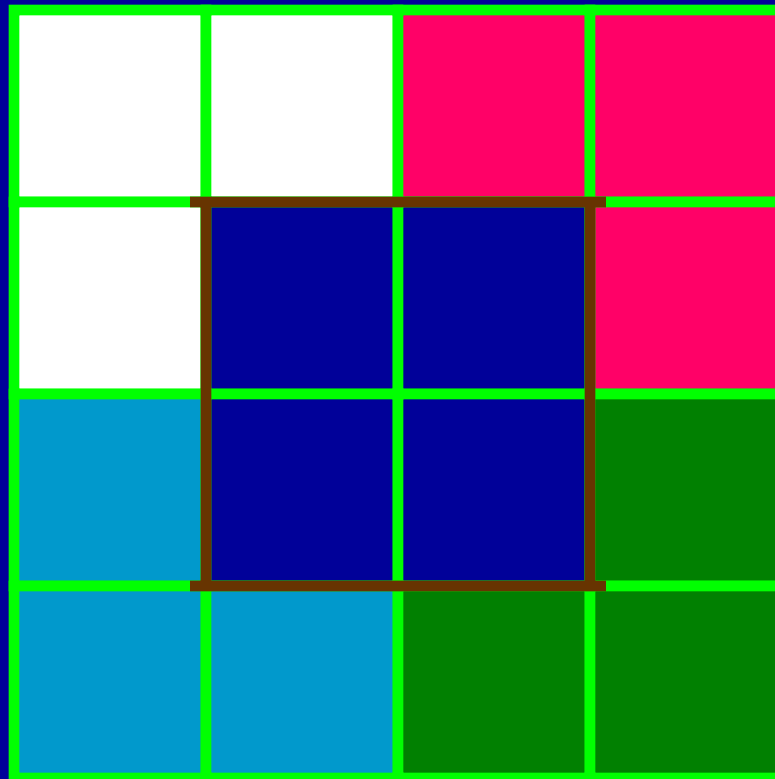
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# ANSWER

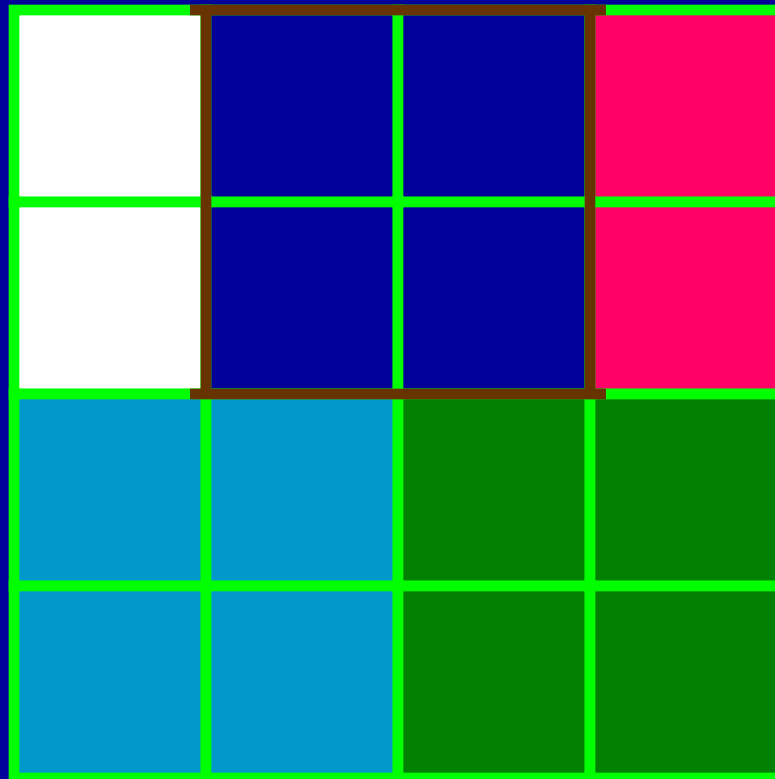
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# ANSWER

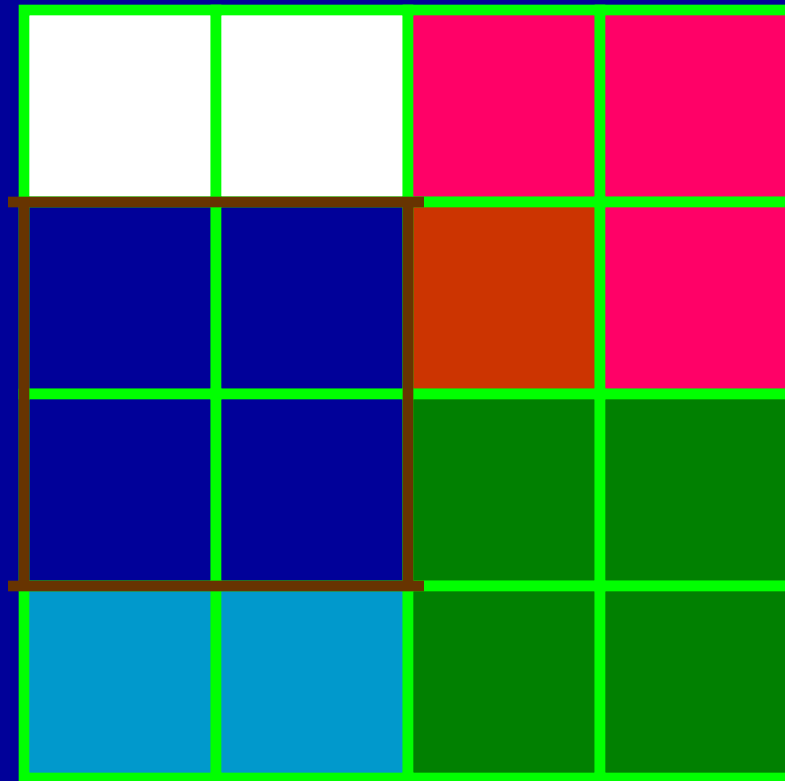
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# ANSWER

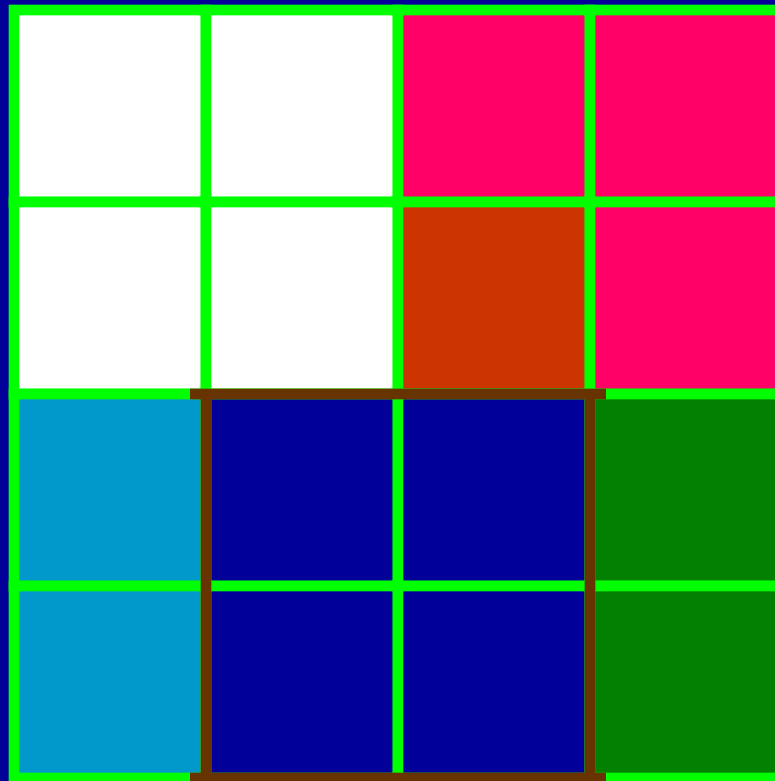
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# ANSWER

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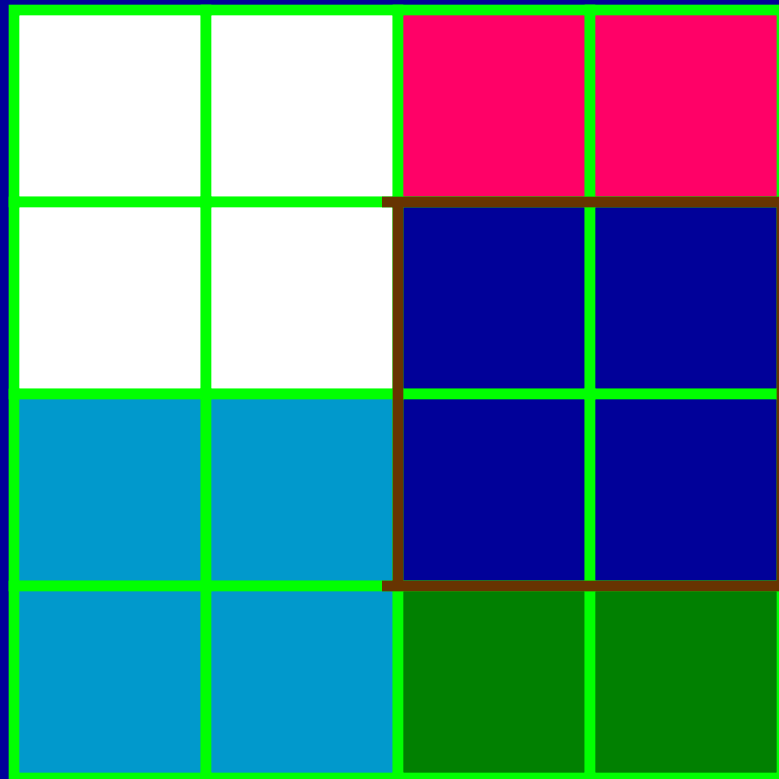


25



# ANSWER

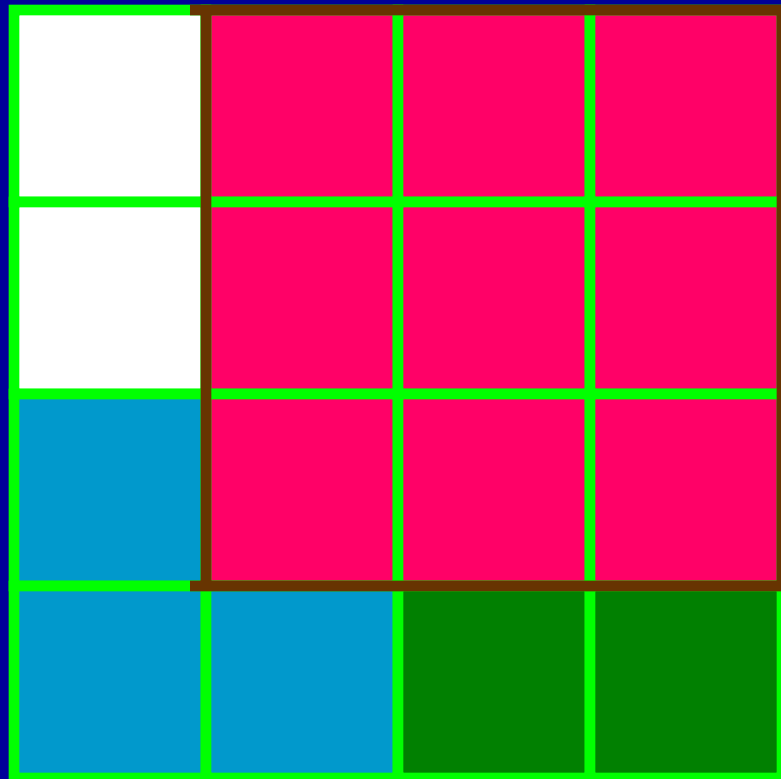
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# ANSWER

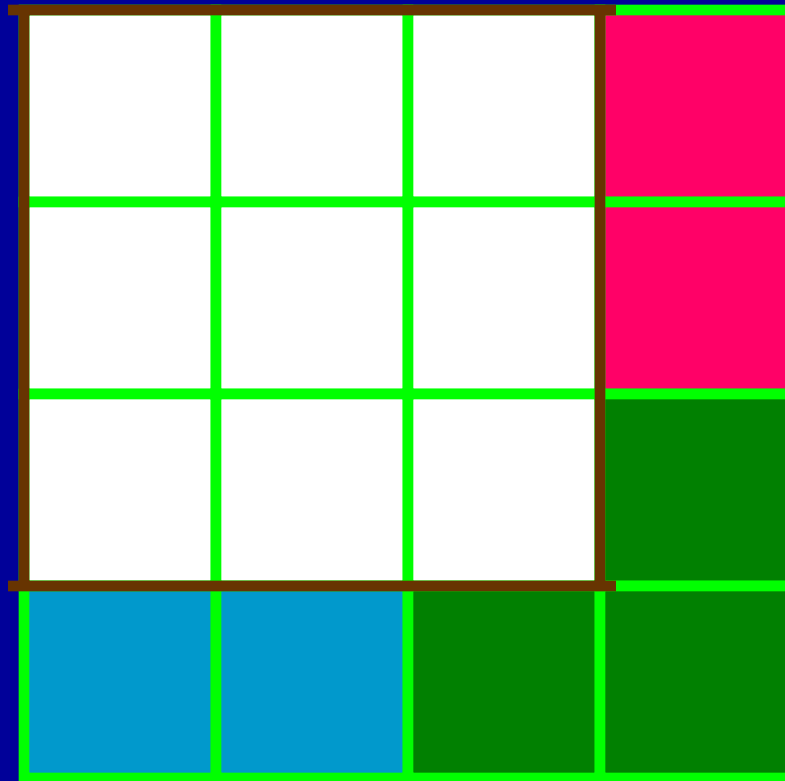
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*27*

# ANSWER

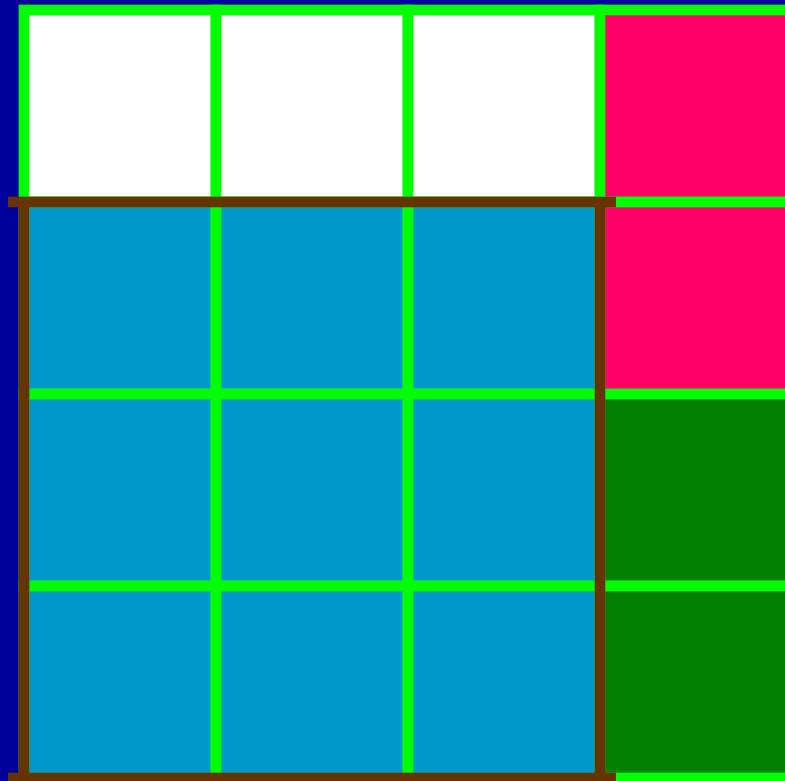
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# ANSWER

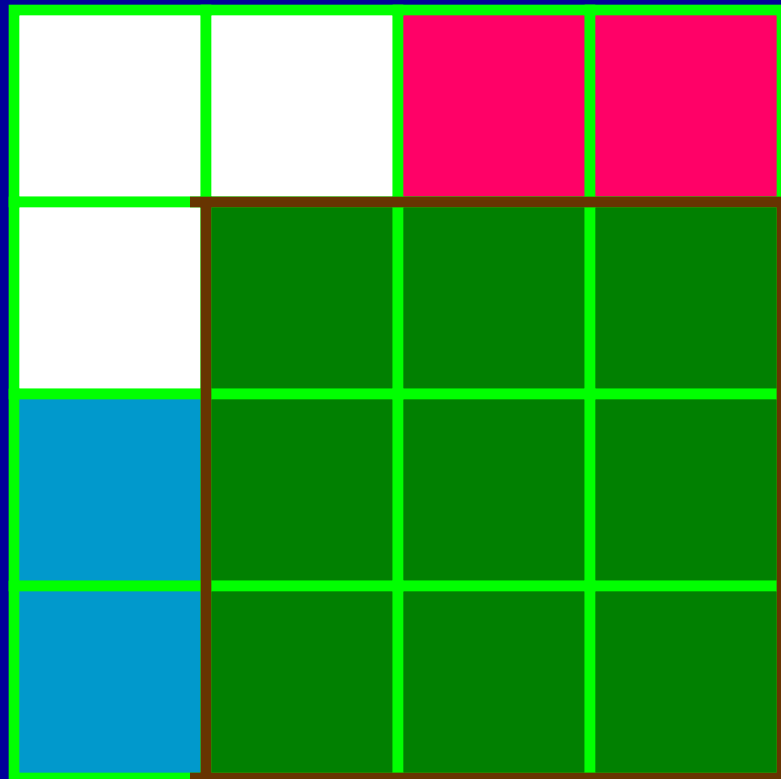
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# ANSWER

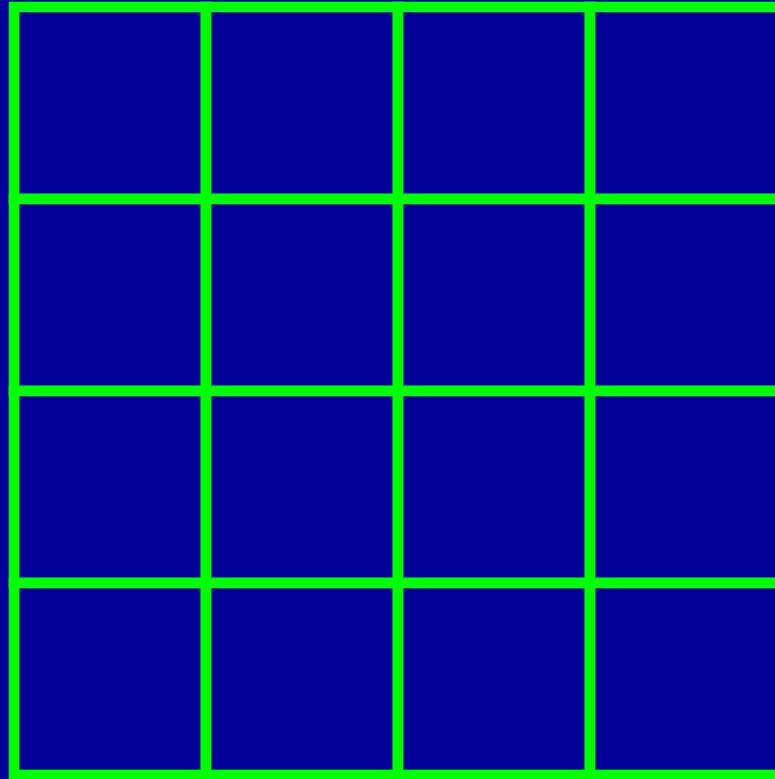
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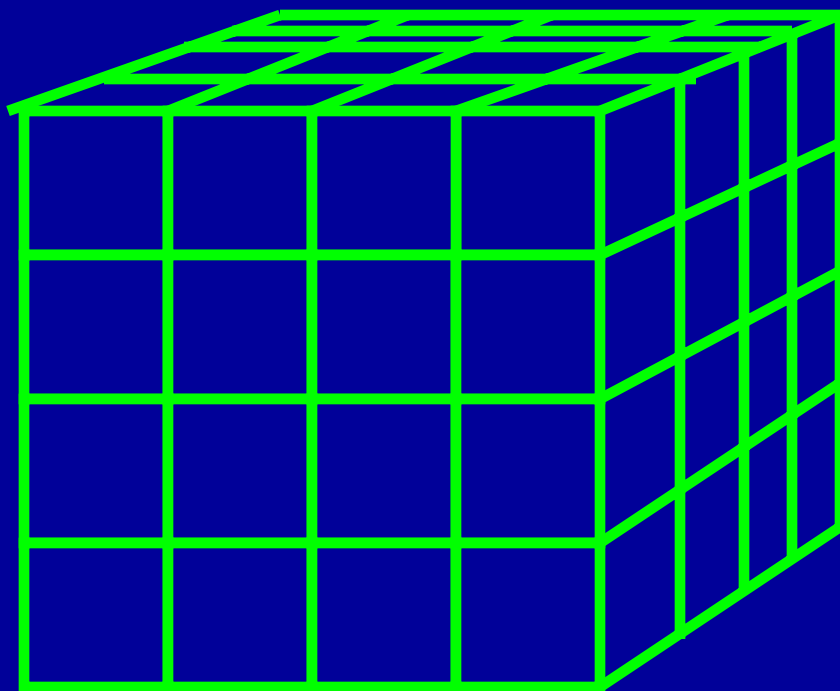
# FINDING THE MULTIPLE DIMENSIONS OF A PROBLEM

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# ANSWER

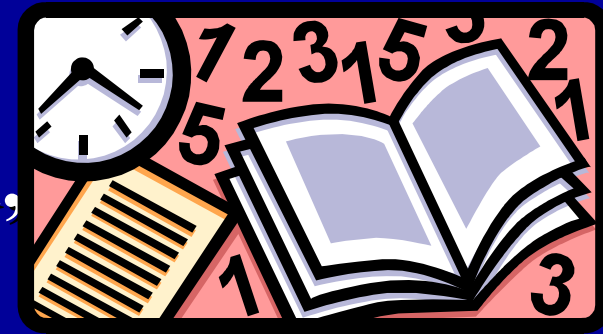
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**720**

# LEARNING and UNLEARNING

What happens when we become  
“invested” in what we have learned,  
or in a particular solution?



If it is difficult to learn something new,  
isn't it all the more difficult to  
“unlearn” something upon which we have  
invested?

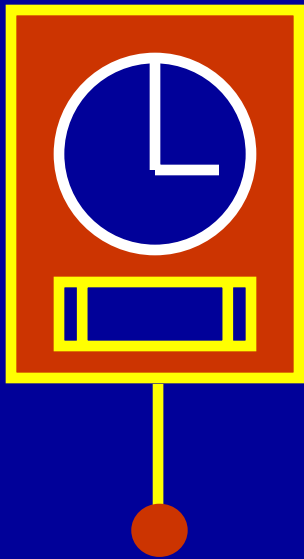
**The problem of “unlearning” - resistance to change**



# BARRIERS TO NEGOTIATING TEAMWORK

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How do you value what you “get”?



Perceptions

What you ‘fight’ for?

What you get “easily”?

The value of the **OUTCOME**  
is linked to the **PROCESS**

**CONNECTIVITY for public health PREPAREDNESS  
leadership:  
Talk the Talk &  
Walk the Walk**

**Leonard J. Marcus, Ph.D. and Barry C. Dorn, M.D.**

**Break**

**CONNECTIVITY for public health PREPAREDNESS  
leadership:  
Talk the Talk &  
Walk the Walk**

**Leonard J. Marcus, Ph.D. and Barry C. Dorn, M.D.**

**Welcome Back**

# WALK THE WALK

## TYPICAL PROBLEM SOLVING



Contest “solutions” based on:

**Power – linkages, influence**

**Ethics – interpretations of what is “correct”**

**Resources – capacity to “force” the issue**

**WALK IN THE WOODS** 

# WALK IN THE WOODS: A PROCESS OF CHANGE

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**Problem**



**Process**

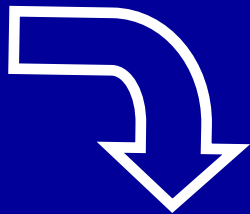
**Solution**

Foster problem-solving by working with the  
**multi-dimensional** interests and motivations  
of the stakeholders.

**A SERIES OF STEPS TO MOTIVATE AND GUIDE  
INTEREST-BASED NEGOTIATION**

# WALK IN THE WOODS

**Problem**



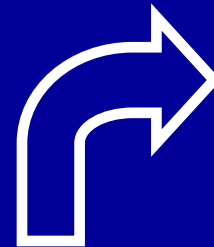
**SELF  
INTEREST**



**ENLARGED  
INTERESTS**



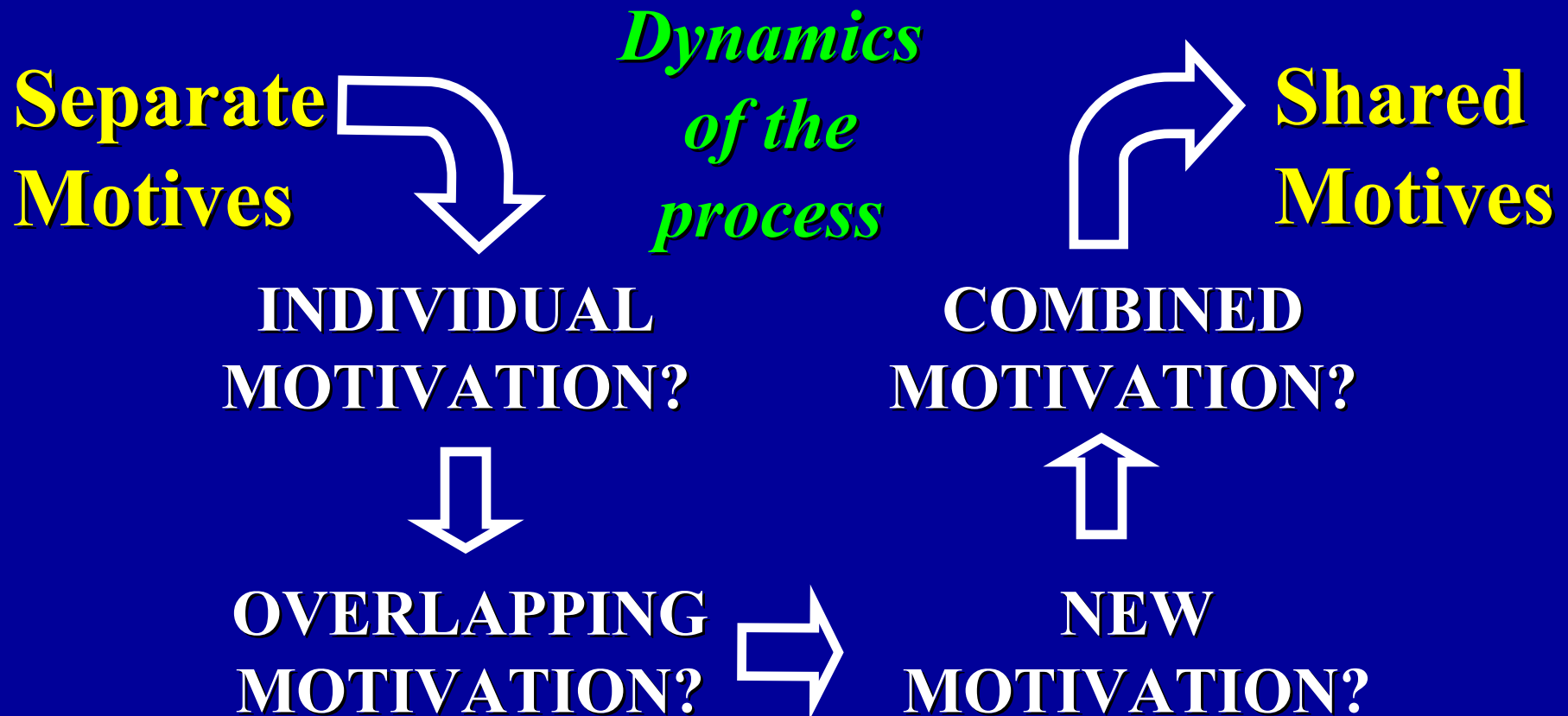
**ENLIGHTENED  
INTERESTS**



**Solution**

**ALIGNED  
INTERESTS**

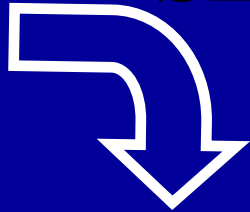
# WALK IN THE WOODS



# WALK IN THE WOODS

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**SELF INTEREST**



**SELF  
INTEREST**

**Questions:**

Who are the **STAKEHOLDERS**

What are their **INTERESTS**?

Among stakeholders, what are  
**LINKAGES & FRICTIONS**?

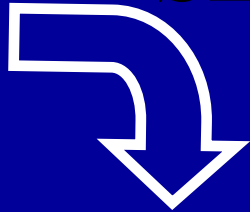
What is in the range of  
**ACCEPTABLE**?



# WALK IN THE WOODS

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## SELF INTEREST



SELF  
INTEREST

Under-  
standing

**YOUR** self interests

**HEAR** others' self interests

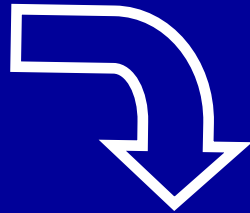
Encourage **ACTIVE** listening –  
**DIALOGUE**

**DISTINGUISH** legitimate  
self interests from the  
“selfish”

# WALK IN THE WOODS

In practice

**DIFFERENT SELF INTERESTS**



**SELF  
INTEREST**

**Establish criteria  
for moving  
forward**

**MOTIVES**

**FACTS:** What is known

**VALUES:** What is believed

**GOALS:** What is hoped for

**FEARS:** What can get in the

**way**  
**INTUITION:** What is felt

**RULES:** How to proceed

# UNDERSTANDING SELF INTERESTS

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***YOU'RE THERE WHEN:***

**There is an appreciation for  
legitimate differences.**

**Those differences are not the  
fodder for belligerency.**

***People recognize distinct dimensions***

# WALK IN THE WOODS

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## ENLARGED INTERESTS

**Questions:**



**ENLARGED  
INTERESTS**

What are the themes of:

**AGREEMENT?**

**DISAGREEMENT?**

**T?**  
How might issues be

**REFRAMED**

to create

**NEW OPTIONS &**

**SOLUTIONS**

# WALK IN THE WOODS

**ENLARGED INTERESTS**

**DIALOGUE ABOUT**

areas of agreement

**DIALOGUE ABOUT**

areas of disagreement

**DEVELOP** a new

understanding

of the shared problem

**“REFRAME”**  
**GENERATE** new thinking/hopes

**Insight**



**ENLARGED  
INTERESTS**

# WALK IN THE WOODS

In practice

ENLARGED INTERESTS - COMMON MOTIVATION

New themes  
for discussion



ENLARGED  
INTERESTS

SHARED FRAMES:

What we do “together”

WORK WITH agreement/

FOCUS ON disagreement

NEW QUESTIONS: New perspectives

NEW LINKAGES: Form new  
bonds

# ENLARGED INTERESTS: TECHNIQUE

---

**Distinguish**  
**CHOICES**  
**and**  
**CONSEQUENCES**

Identify and integrate each choice,  
good and bad:  
Seek common ground

# DISCOVERING ENLARGED INTERESTS

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## *YOU'RE THERE WHEN:*

There is an appreciation for  
common problems.

There is recognition that  
there may be shared solutions.

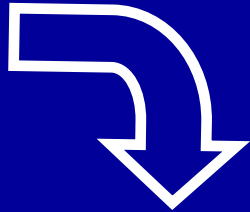
*People recognize the multi-dimensionality  
of the negotiation*



# WALK IN THE WOODS

---

Problem



SELF  
INTEREST



ENLARGED  
INTERESTS

SELF INTEREST

and

ENLARGED INTERESTS

Learning  
steps

# WALK IN THE WOODS

## ENLIGHTENED INTEREST

What **NEW IDEAS** can you  
**IMAGINE? BRAINSTORM**

How would you **M?**  
**CATEGORIZE**

these ideas into

**“LISTS**

**”**

**Questions**

**:**



**ENLIGHTENED  
INTERESTS**

# WALK IN THE WOODS

## ENLIGHTENED INTEREST

“LISTS

What is <sup>?”</sup>FEASIBLE?

What do we  
AGREE UPON?

What can we do this...?  
WEEK?MONTH?YEAR?

1

2

3



Questions

:

ENLIGHTENED  
INTERESTS

# WALK IN THE WOODS

In practice

---

ENLIGHTENED INTERESTS – NEW MOTIVE

INNOVATIVE solutions

MUTUALLY BENEFICIAL options

MUTUALLY REJECTED options

NEW LINKAGES and  
commonalities

New Hope  
&

New momentum



ENLIGHTENED  
INTERESTS

# EXPLORING ENLIGHTENED INTERESTS

---

*YOU'RE THERE WHEN:*

People see their related problems differently.

They are able to ponder the previously unthinkable.

*People have created new dimensions*

# WALK IN THE WOODS

---

**ALIGNED**

What does each stakeholder want to **“GET”**?

What is each stakeholder willing to **“GIVE”**?

What are possible **MUTUAL GAIN** options?

How might you redefine **“SUCCESS”**?

**ALIGNED  
INTERESTS**



**Questions:**

# WALK IN THE WOODS

---

**ALIGNED  
“SUCCESS” INTEREST**

**“How do you  
define success?”**

**ALIGNED  
INTERESTS**

**For Multiple Stakeholders  
The Aligned Interests Formula:**



**When you succeed, I succeed  
When I succeed, you succeed**

# WALK IN THE WOODS

In practice

---

**ALIGNED INTERESTS – ALIGNED MOTIVE**

**TAKE ACTION:** Move forward

**SUPPORT/ENCOURAGE**

one another

**EMBRACE** new achievements

See **‘VALUED ADDED’** of alignment

**ALIGNED  
INTERESTS**



**Accomplish/Agree/  
Settle/Conclude**



# ACHIEVING ALIGNED INTERESTS

---

*YOU'RE THERE WHEN:*

There is buy-in to  
collaborative solutions.

You have generated a  
new set of dimensions.

*People have achieved a  
multi-dimensional agreement*

# ACHIEVING ALIGNED INTERESTS

---

*YOU'RE REALLY THERE IF:*

The agreement meets the test of  
fairness.

The agreement meets the test of  
time.

*People “own” this new alignment*

# WALK IN THE WOODS

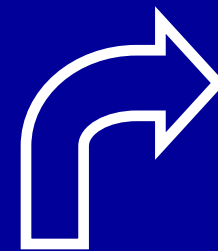
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ENLIGHTENED INTERESTS

and

ALIGNED INTERESTS

Action  
steps



Solution

ALIGNED  
INTERESTS



ENLIGHTENED  
INTERESTS

# WALK IN THE WOODS

In practice

---

## LEADING A “WALK”

Explain the purpose

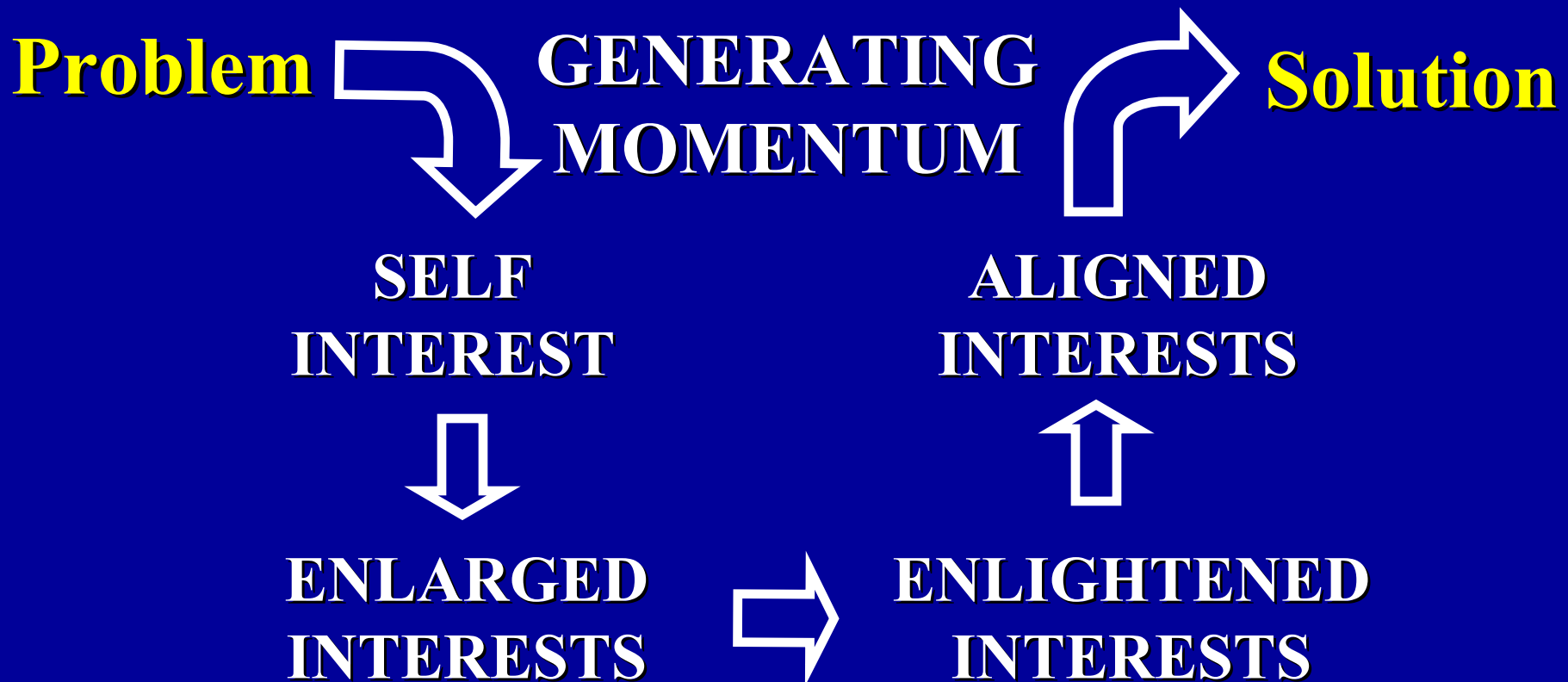
Create the background: the “Geneva” story.

Describe the process, step by step

Create a picture for the outcome

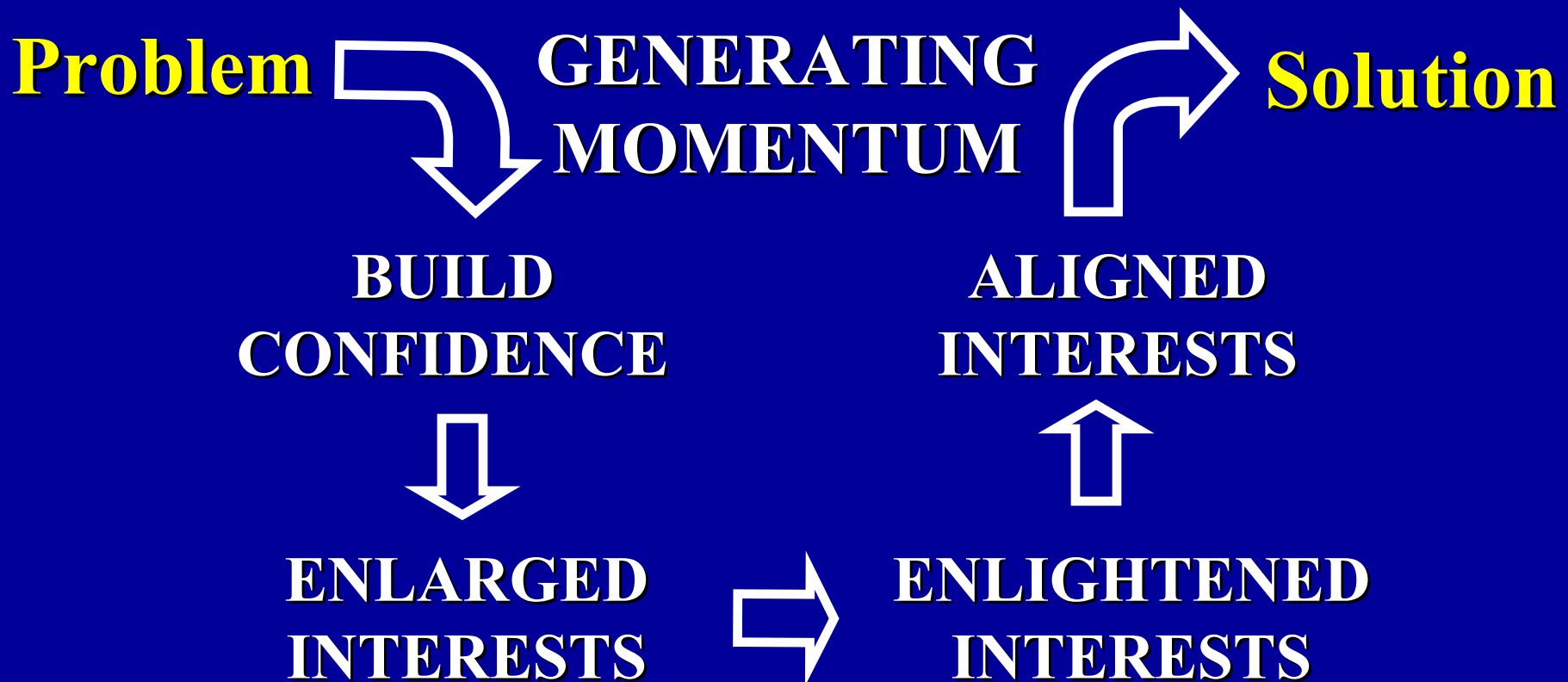
# WALK IN THE WOODS

In practice



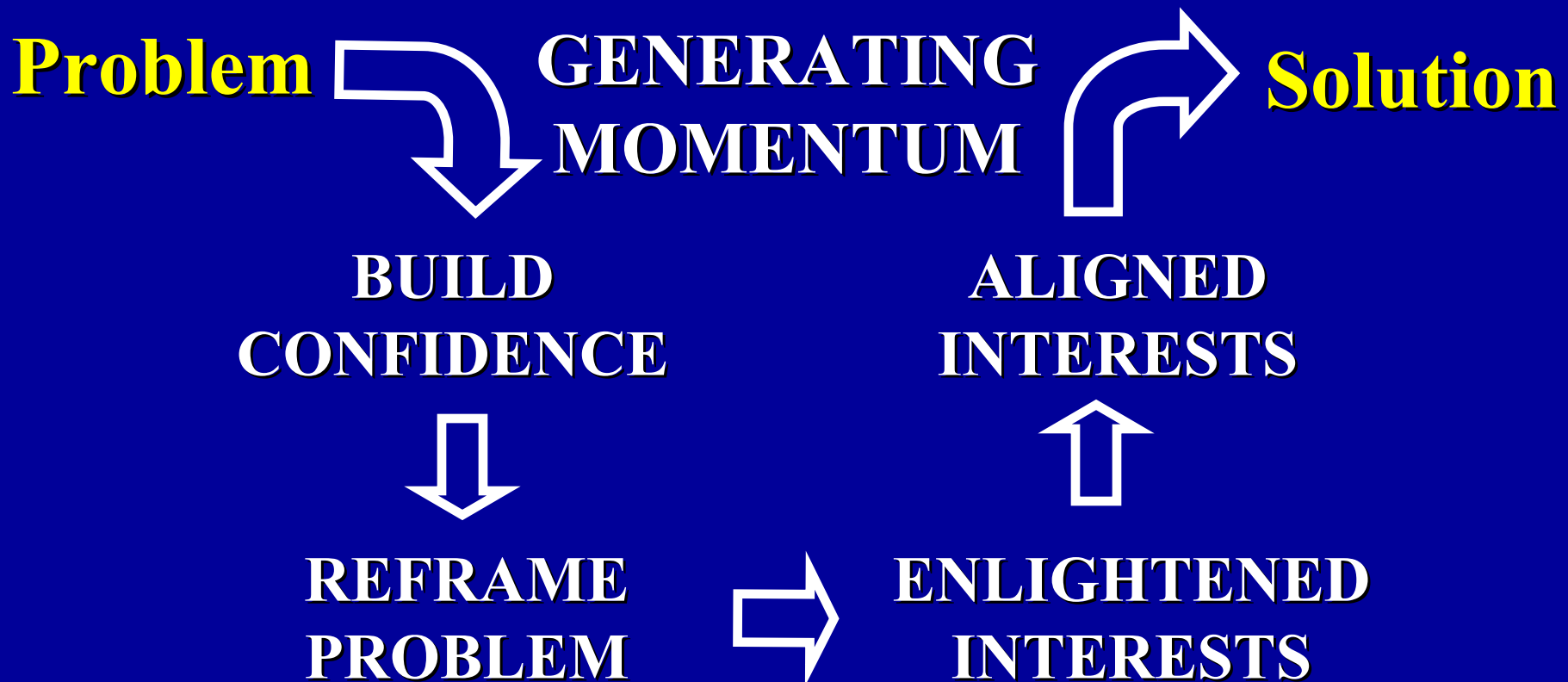
# WALK IN THE WOODS

**In practice**



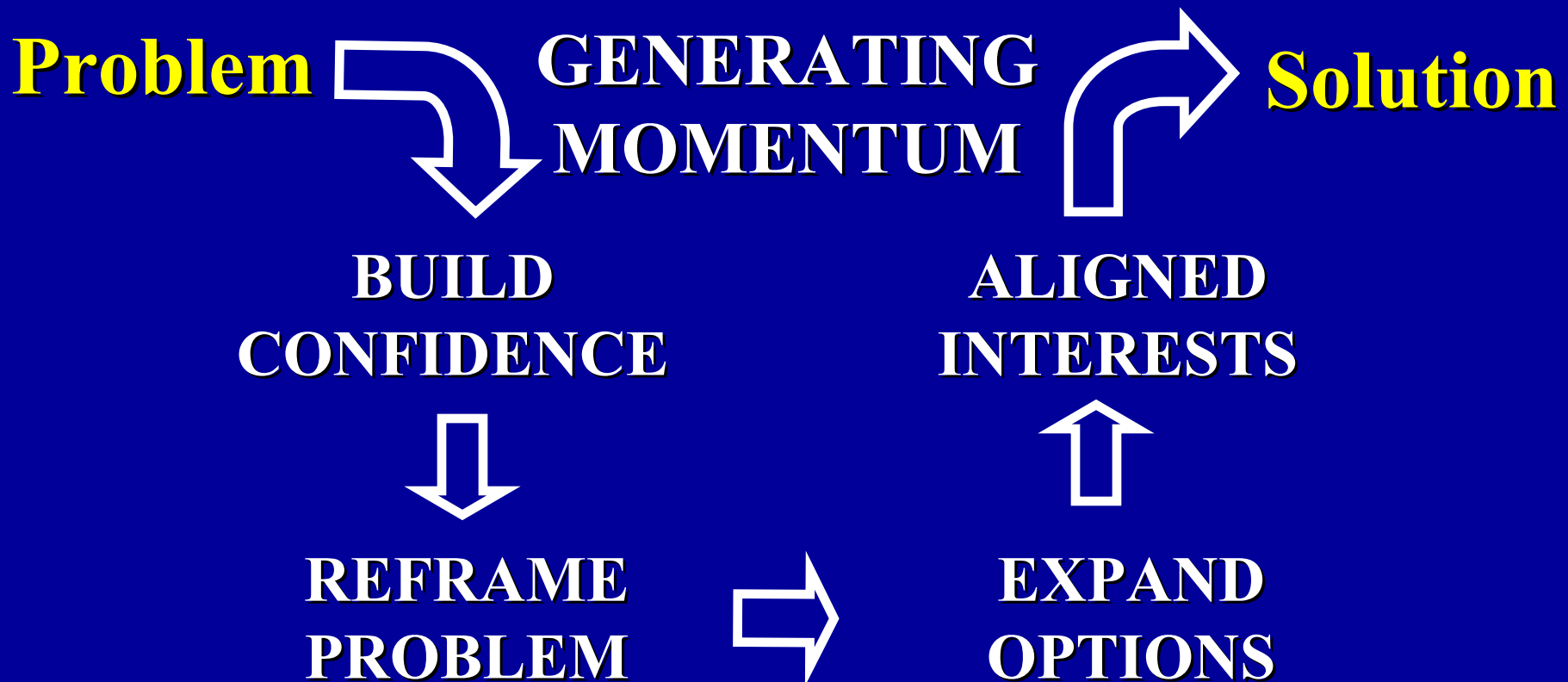
# WALK IN THE WOODS

**In practice**



# WALK IN THE WOODS

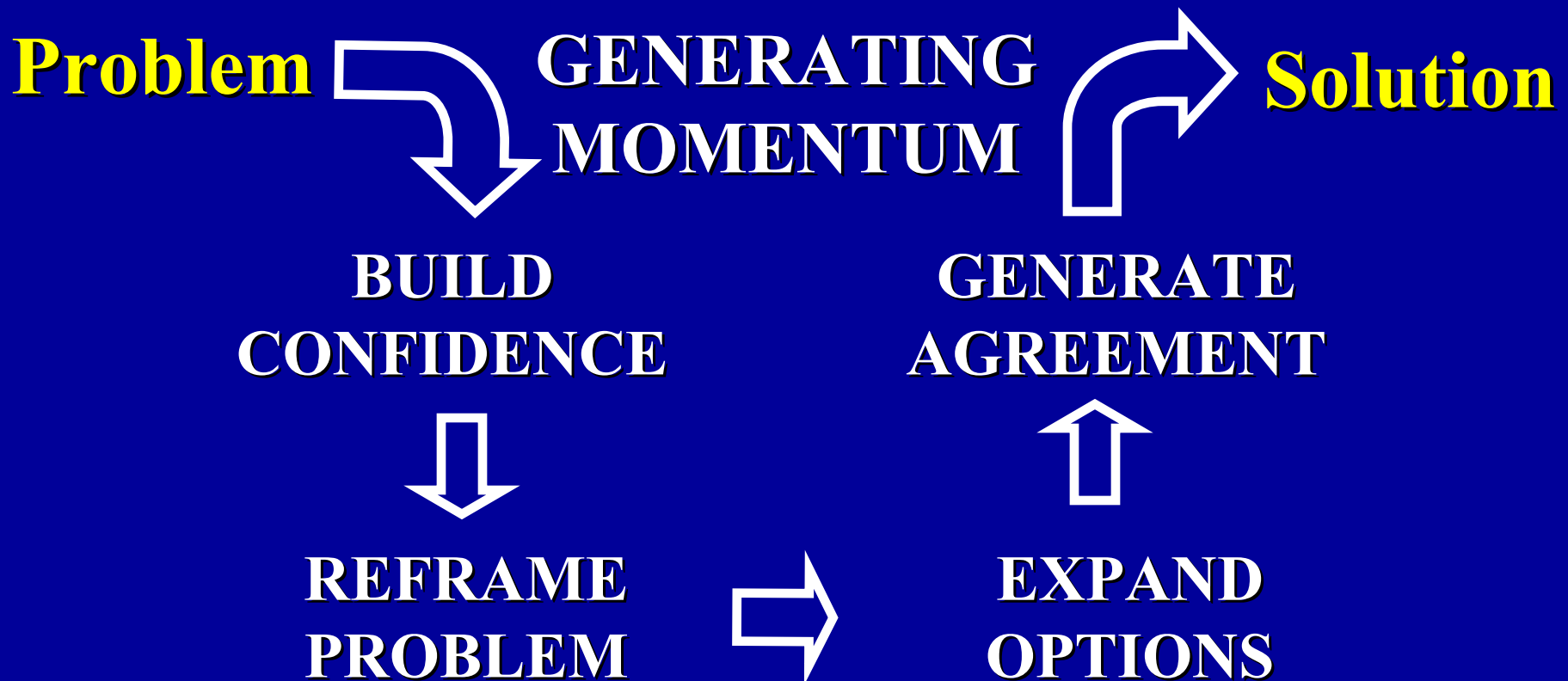
**In practice**





# WALK IN THE WOODS

**In practice**



# WHY “THE WALK IN THE WOODS” ?

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Negotiators focus on solutions:

The “Walk” focuses on *process* toward *solutions*

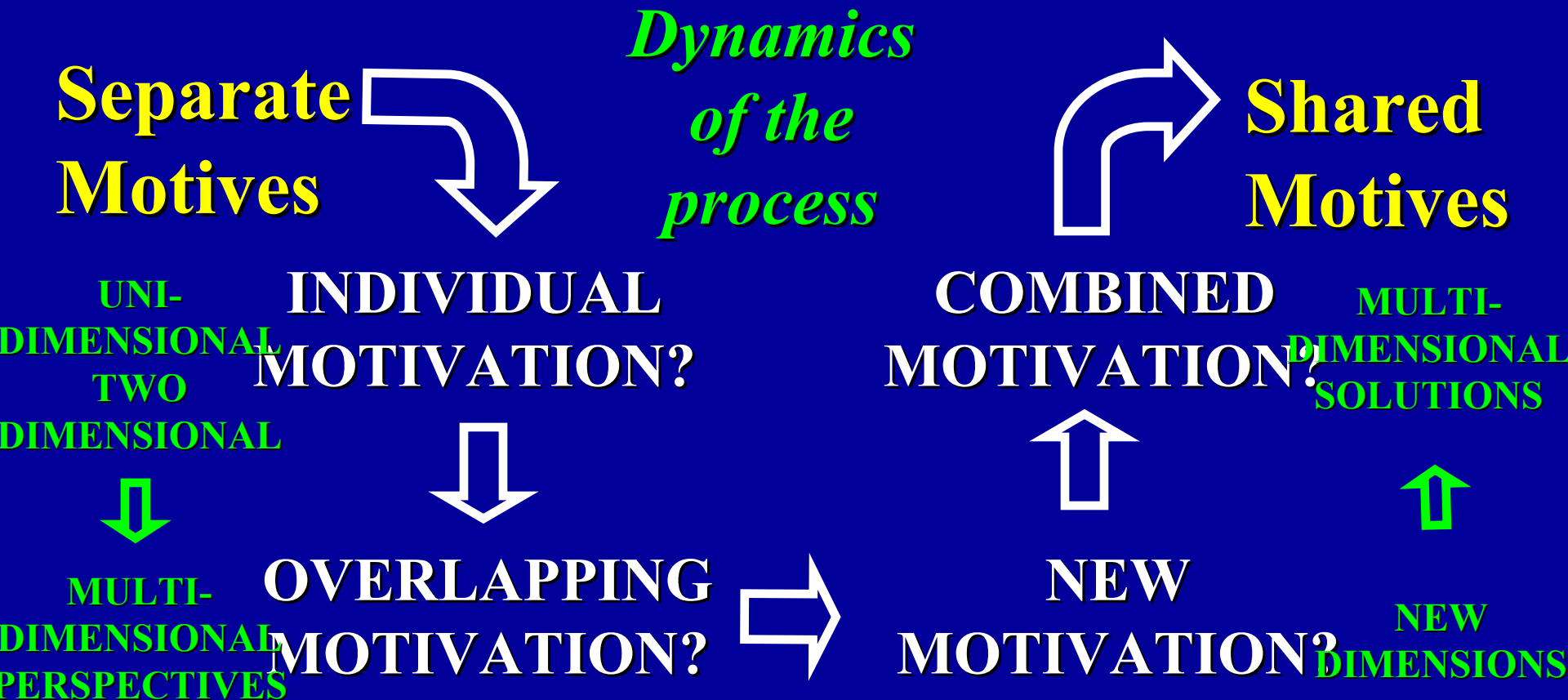
The “Walk” serves as *systematic guide*

...for both leader (mediator) and participants

The “Walk” *metaphor* focuses attention on  
*perspective & multi-dimensional* aspects of the  
problem: “Leave the conflict; go someplace else”

# WALK IN THE WOODS

*What you seek to discover as the guide to process*



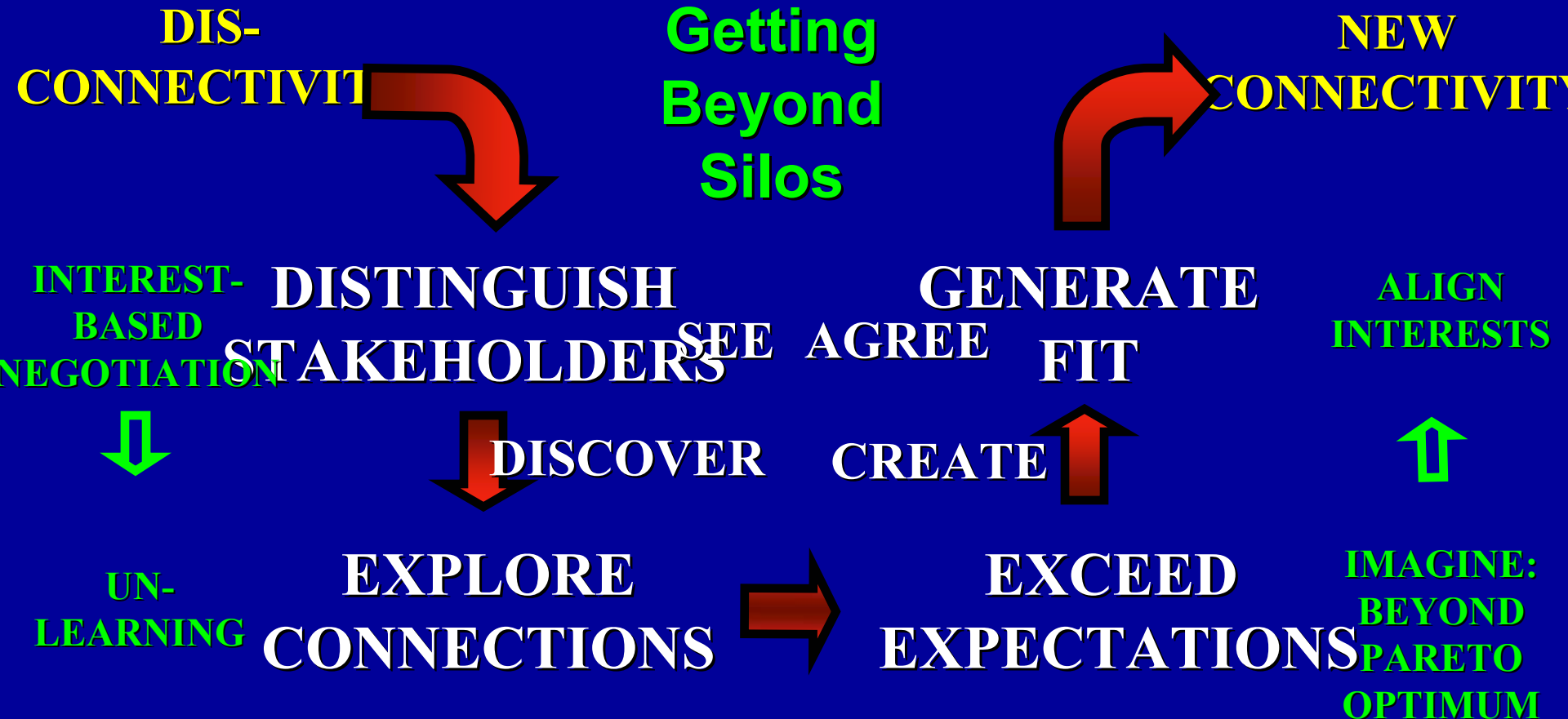
# The WALK IN THE WOODS

PROCESS

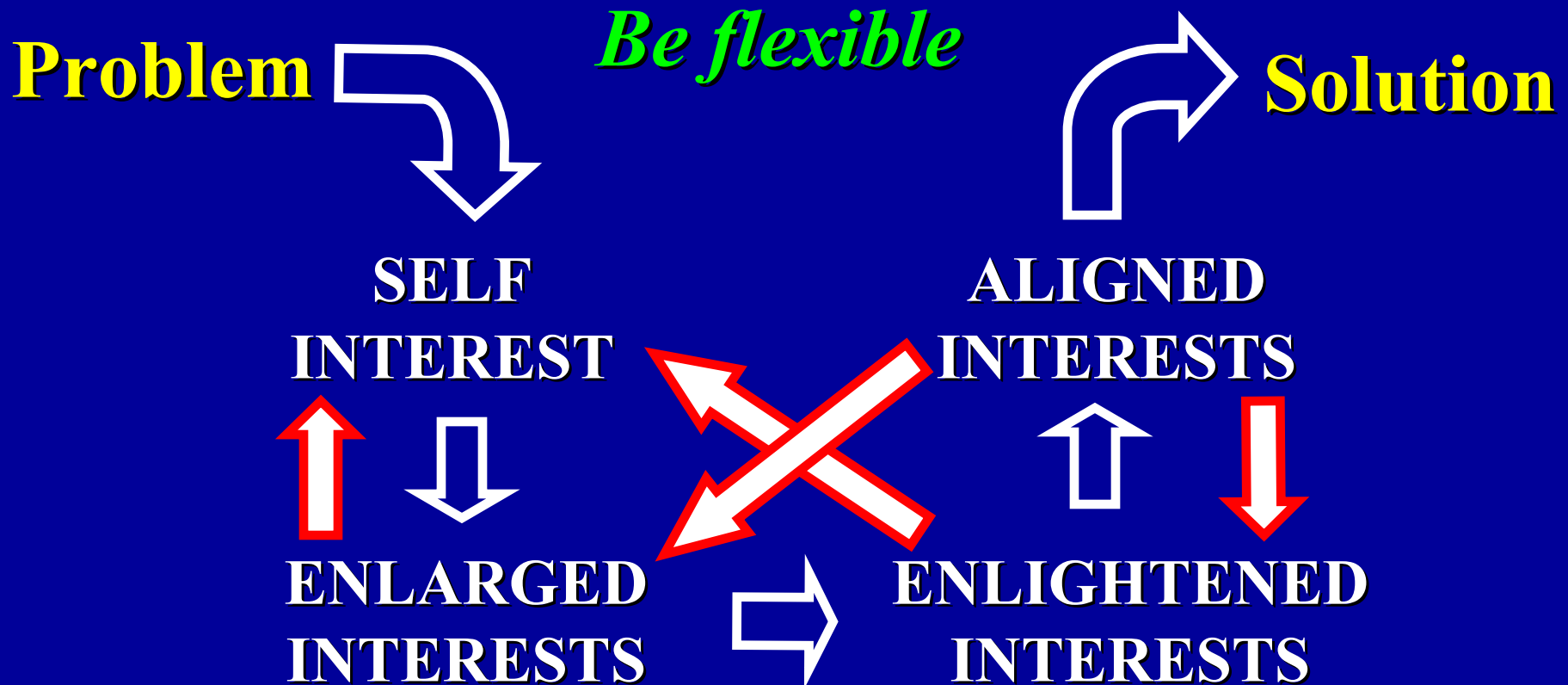
and

PRODUCT

connectivity



# MOVE FROM STEP TO STEP AFTER MAKING REAL PROGRESS

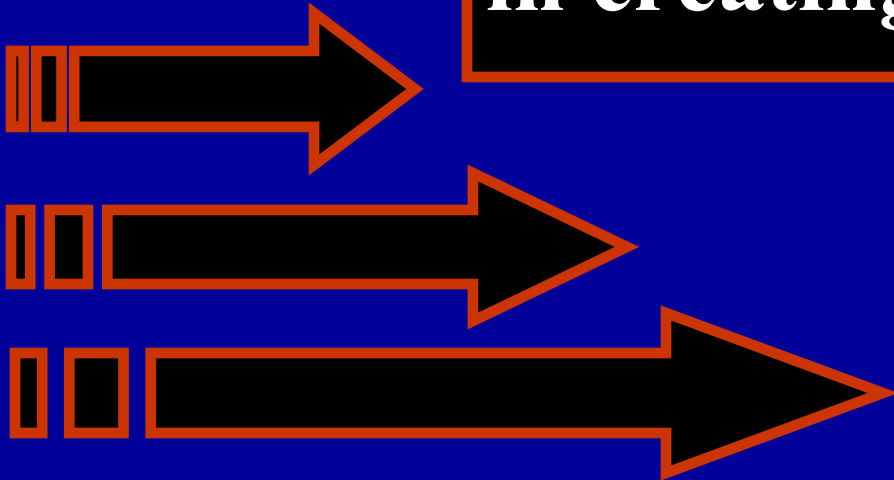


# GENERATING BUY-IN

Get the  
right people  
to the table

Involve them  
in creating solutions

Gain their  
commitment  
to make the  
agreement succeed



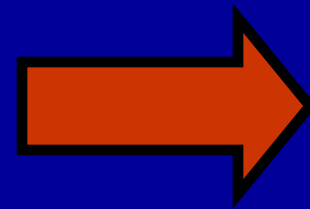
ARE WE ON THE  
**verge**  
OF A WMD EMERGENCY?

---

The  
problem of the  
“Predictable Surprise”



**connectivity**



# CONVERGE NCE

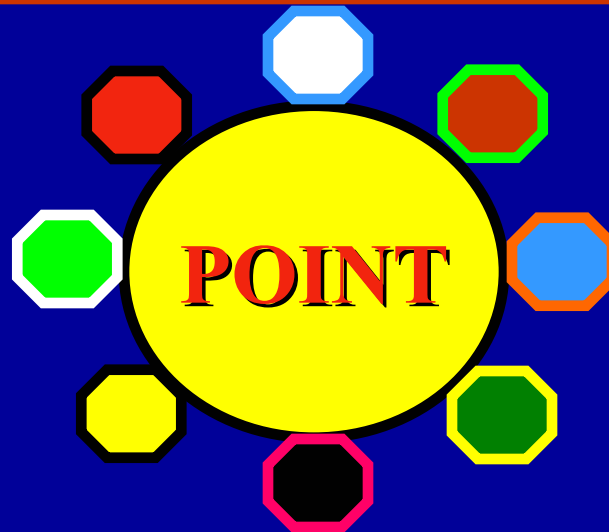
IN A WMD EMERGENCY





# converge NCE

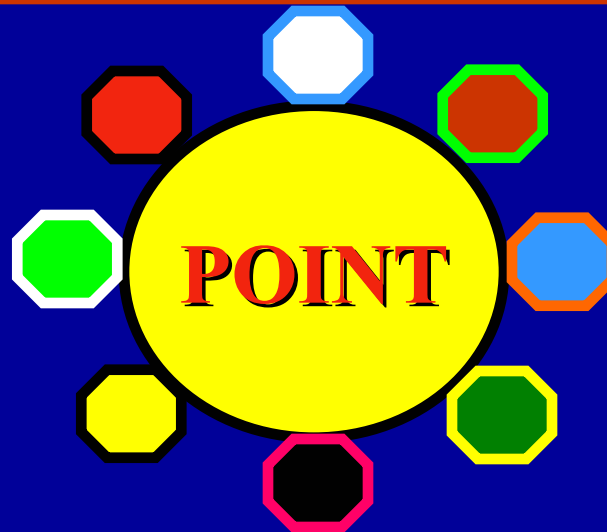
What are the  
qualities of  
successful  
convergence?



The quality of the  
**RESPONSE**  Is determined by the quality of the  
**PREPAREDNESS**

# converge NCE

What are the  
qualities of  
successful  
convergence?



The quality of the  
**RESPONSE**

Determines the quality of the  
**CREDIBILITY**

A large red double-headed arrow with a black outline, pointing both left and right, connecting the words "RESPONSE" and "CREDIBILITY".

# **credibility**

---

**A belief in the...**

**HONESTY**

**INTEGRITY**

**TRUTH**

**COMPETENCE**

**...of responding officials**

# LINKAGE OF STRATEGY AND TACTICS

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# LINKAGE OF STRATEGY AND TACTICS

## *TERRORISTS AND TERRORISM*

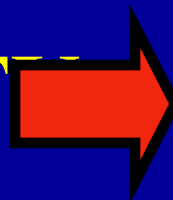
***RESPONSE*** Competition:

The element of surprise

Terrorist versus Government

**CONNECTIVITY**

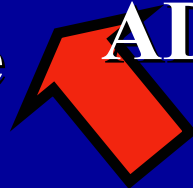
**Preparedness**



**CONVERGENCE**

**Readiness**

**ADAPTABILITY**



**CREDIBILITY**

**Recovery**



Many threats,

Many sources,

Many hazards,  
Unprecedented,  
Reload capacity

Can  
terrorists shake  
the public's  
confidence that  
government  
can offer protection?

# LEADERSHIP FOR Public health preparedness: The “ideal” leader

---

Scientist		Evidence
Clinician		Treatment
Strategist		Bigger picture
Ethicist		Humane perspective
Planner		What to do
Organizer		People and resources
Risk assessor		Choices & consequences
Politician		Implications
Financial officer		Money & spending
Prophet		See into the future

**How do you link  
the systems necessary  
to achieve preparedness?**

---

**Since this “ideal” leader  
does not exist in one compact package...  
people with different expertise,  
knowledge, talent, and perspective  
must work together.**

**Hence...CONNECTIVITY**



**responsibility**

# **CONNECTIVITY**

---

**Each person and each entity  
that is part of the  
bioterrorism preparedness effort...**

**...has the responsibility to promote efforts to  
build collaboration,  
manage differences (conflicts),  
and work toward resolving them.**

**To create a strong web of  
surveillance, Detection, and response**



# WHO IS A HERO?

---

**The one who converts an enemy  
into a friend.**

**Mishna**

# CONFLICT

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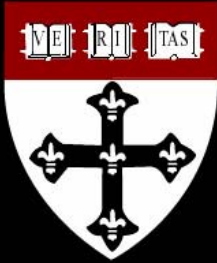
**The road to war is paved with  
many options . . .**

**TRY THEM ALL!**

**CONNECTIVITY for public health PREPAREDNESS  
leadership:  
Talk the talk &  
Walk the Walk**

**Leonard J. Marcus, Ph.D. and Barry C. Dorn, M.D.**

**Thank you**



# Harvard Center for Public Health Preparedness

**For more information:**

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